

RULS-AD-1980-80

11 Feb 1980

Letter from Ferguson to Leahy (1)
w/ brochure of firm attached (65)

Pgs 66

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February 11, 1980

Re: Bedminster Township ads.
Allan-Deane Corporation

Honorable B. Thomas Leahy
Court House Annex
Somerville, New Jersey 08876

My dear Judge Leahy:

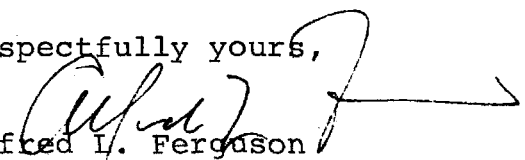
In accordance with the ruling which the Court made on January 29, 1980, Mr. Hill, on behalf of the plaintiff Allan-Deane Corporation, and I on behalf of Bedminster Township, have agreed on a planning expert which we can recommend to the Court for appointment as a master. That person is: George M. Raymond, A.I.C.P., A.I.A.

Mr. Hill and I met with Mr. Raymond on Friday, February 8. He appears to be a man of stature and experience called for by this very unique situation, and Mr. Raymond is willing to undertake the task. His firm has the engineering, design and architectural capabilities to which he can turn if necessary. His firm also has the staff to provide adequate coverage and support.

We enclose a copy of a brochure of his firm, Raymond, Parish, Pine & Weiner, for the Court's review.

We are preparing the form of order and hope to have it to you in the next few days. Mr. Hill and I are trying to iron out any problems in the order.

Respectfully yours,


Alfred L. Ferguson

ALF:cs

Enclosure

cc: Henry A. Hill, Jr., Esq. (w/o enc.)
Dean A. Gaver, Esq. (w/o enc.)
Gary D. Gordon, Esq. (w/o enc.)
Kenneth E. Meiser, Esq. (w/o enc.)

REC'D A. CHAMBERS
FEB 14 1980
JUDGE LEAHY

RULES - AD - 1980 - 80

RPPW

Raymond, Parish, Pine & Weiner, Inc.



Raymond, Parish, Pine & Weiner, Inc.

Development Economics Group
Environmental Services Group
Transportation Planning Group
Historic Design Associates

555 White Plains Road
Tarrytown, New York 10591
(914) 631-9003 (212) 365-2666

35 Worth Avenue
Hamden, Connecticut 06518
(203) 248-6309

1742 R Street Northwest
Washington, D.C. 20009
(202) 462-5971

621 Alexander Road
Princeton, New Jersey 08540
(609) 452-2520

Consulting Services in:

Community Development and Housing Programs
Urban Development Action Grants
Comprehensive Local and Regional Planning
Land Planning
Transportation, Traffic and Parking Studies
Environmental Impact Studies
Economic, Market and Site Selection Studies
Zoning
Cost-Benefit Analyses
Rehabilitation and Historic Preservation/Urban Design
Downtown Commercial Area Revitalization
Space Use Analyses
Industrial/Office Location Studies
Post-Disaster Recovery Planning
Policy Analyses
School Facility Planning



Painted Post, New York

RPPW

Raymond, Parish, Pine & Weiner, Inc., has been offering consulting services to public planning agencies and private land developers since 1954. In that time the firm has served more than 200 clients, including developers of major new communities, Planned Urban Developments, industrial parks, shopping centers, apartments, town houses, subdivisions and recreation communities.

The firm has worked for municipalities ranging in size from tiny hamlets to New York City and has performed planning services for major banks, industrial corporations and commercial enterprises. The firm has also served various federal departments, state housing finance agencies, and regional and county planning agencies.

Since its founding Raymond, Parish, Pine & Weiner has prepared development plans involving over five billion dollars of private and public investment.

Services

Community Development and Housing Programs/Urban Development Action Grants

The firm is proud of its continuing role in helping communities to eliminate blight and improve their housing, commercial, industrial, tax and employment bases through the use of various public financial assistance programs. Our current consulting activity in numerous Community Development Programs follows long experience in the application of federal urban renewal and neighborhood development programs, of FHA programs, Section 8 Elderly Housing and of various state moderate and middle income housing programs. Our consulting relationship with many communities on their various community improvement programs dates back to the late 1940's.

Comprehensive Local and Regional Planning

In the last 20 years RPPW has completed more than 50 master plans for villages, towns, cities, and regions. The firm's comprehensive planning skills — involving plans for land use, traffic, open space, housing, community facilities, and other capital expenditures — have also been called upon by a number of agencies with statewide and regional jurisdictions.

Land Planning

The firm specializes in preparing land use plans and design concepts for PUD's, new towns, subdivisions, industrial parks, shopping centers, central business districts, malls, hotels, and a broad range of residential and leisure use developments. RPPW services

include consideration of environmental, traffic, municipal and school tax and services impacts as well as economic and market analyses.

Transportation, Traffic and Parking Studies

Through its Transportation Planning Group the firm offers a full range of services, from broad plans for transportation networks and centers to detailed studies of local parking needs and recommendations to improve traffic safety and flow. Under the direction of a nationally-recognized expert, the staff provides consultation on traffic plans for communities and private land development programs and provides liaison with state and local planning agencies.

Environmental Impact Studies

The firm offers specialized experience in conducting environmental impact assessments as required under the National Environmental Policy Act of 1969, New York State SEQQR, and various state and local laws and policies. Specially trained staff develop detailed impact statements on projects with potential for physical change.

Economic, Market and Site Selection Studies

Through a special division, Development Economics Group, the firm performs studies of market potential, marketability, economic base characteristics, site suitability, and project feasibility. Proposed developments are analyzed in terms of absorption rates related to costs, competitive developments, physical and capital requirements, phasing, tax shelters, cash flows, and rate of investment return. Study conclusions are frequently supported by graphic materials designed to enhance investor or community understanding.

Zoning

The firm has drafted zoning regulations for more than 60 municipalities and has pioneered new concepts which have been incorporated in a number of new zoning ordinances, including that for New York City.

Senior members have considerable experience in working with public officials, civic groups, and developers on zoning modifications to permit innovative and imaginative development. They are frequently called upon to serve as expert witnesses on zoning matters.

Cost-Benefit Analyses

The firm is prepared to help developers and communities assess the advantages of PUD's and other development proposals by analyzing public service and school costs and projecting tax impacts and investment returns.

Rehabilitation and Historic Preservation/ Urban Design

The firm has helped to pioneer the application of urban renewal and community development funds to the restoration of structures and neighborhoods of historic significance. Its services in this field range from award winning design studies that have guided successful local rehabilitation efforts to statewide plans for the selection, evaluation, and preservation of historic sites and structures.

Downtown and Commercial Area Revitalization

The firm's planners and architects provide consulting assistance on commercial improvement studies and recommend facade treatments, plantings, paving, traffic and parking improvements and street furniture that will revitalize old areas. Proven design principles are coupled with architectural imagination in urban design studies for new developments as well.

Space Use Analyses

Both government and private clients have engaged the firm to develop projections of their space needs and to recommend appropriate facilities and sites. Space use studies are often a valuable tool in capital programming and budgeting and are often an integral part of the firm's site and development planning.

Industrial/Office Location Studies

The firm prepares detailed analyses of alternative plant, office and laboratory locations for leading national corporations.

Post-Disaster Recovery Planning

The firm has provided specialized services to disaster-stricken communities in recovery planning and development. Such assistance — in which normal planning processes must be telescoped and all possible resources invoked and coordinated — has been rendered to more than half a dozen flood-devastated communities in the northeast.

Policy Analysis

The firm has developed policy analysis studies for state, city, regional and federal planning agencies. Policy fields covered have included housing, new towns, redevelopment, coastal zone management, interchange area development and land use issues triggered by developments of greater than local significance or by the location of key facilities.

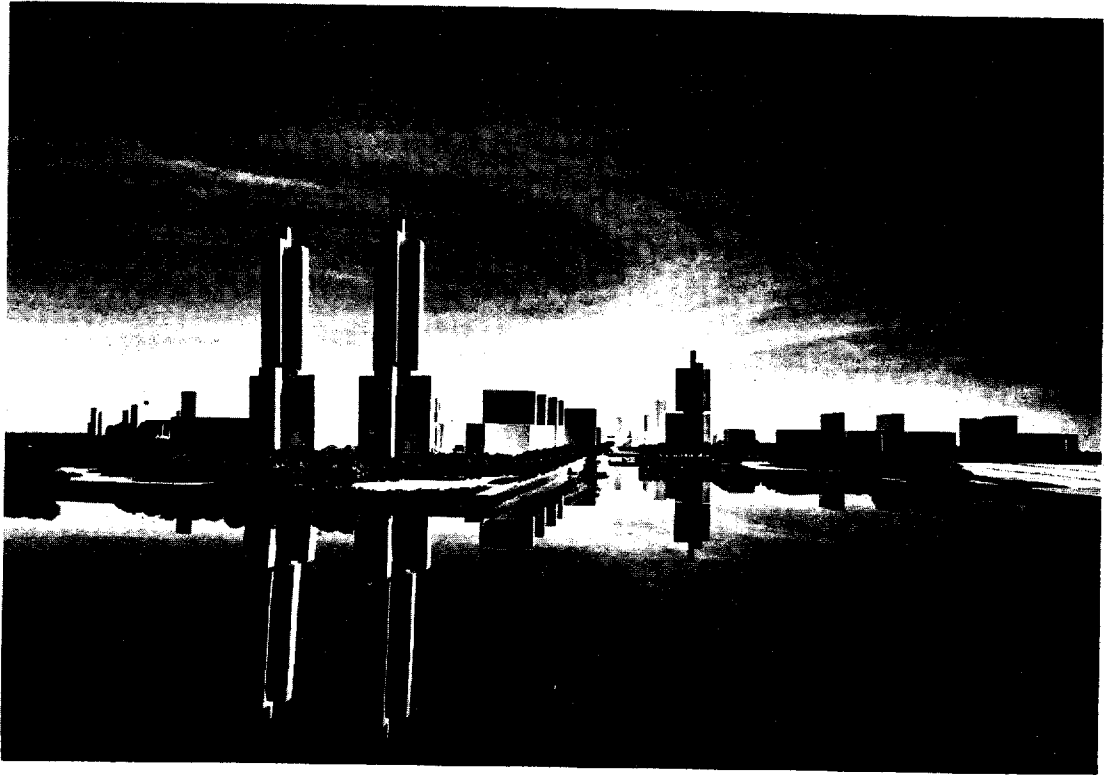
School Facility Planning

Whether the problem is one of accommodating a burgeoning school population or disposing of underutilized school facilities, the firm is equipped to undertake the necessary studies and develop recommendations towards practical solutions. The firm's services to educational agencies and institutions also include site selection for new facilities, pupil load and projections, school tax projections, and development impact assessments.

Site and Municipal Engineering

The firm has on its staff a number of civil engineers. In this way it can best coordinate with the clients' engineering consultants, or, if preferred, with consultants with whom the firm regularly associates. The objective is to assure that important engineering considerations are properly integrated in the planning process.

Some Previous Assignments



Liberty Harbor, Jersey City, New Jersey

Comprehensive Planning, Zoning and Specialized Studies

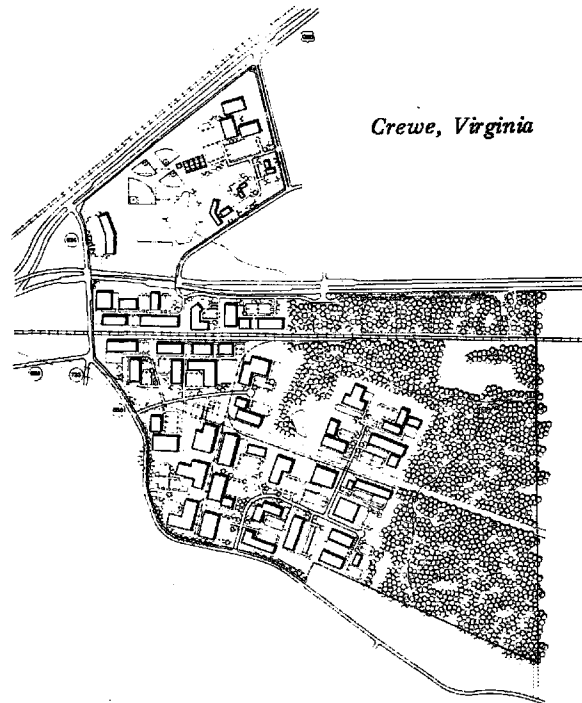
The firm has provided comprehensive master planning and development consultation to more than 100 communities in the eastern United States.

Our work in these instances consists of analyses of population, land use, housing and economic trends leading to development of land use and traffic plans for the community as a whole. In addition, in many instances we provide special detailed planning services for central business district, commercial, office and residential development, as well as in-depth studies of such special problems as traffic flow, urban design, parks and landscaping. We are frequently retained on a continuing basis after completion of the master planning studies to assist the planning board in review of development proposals and requests for zoning changes. We have often been retained to prepare zoning ordinances for the community as a whole.

The firm has served as consultant to these communities and regions:

Ansonia, Conn.	Florida, N.Y.
Ardley, N.Y.	Franklin Lakes, N.J.
Bethesda-Chevy Chase, Md.	Freeport, N.Y.
Bethlehem, Pa.	Glen Cove, N.Y.
Brighton, N.Y.	Goshen, N.Y.
Brookhaven, N.Y.	Great Neck, N.Y.
Bronxville, N.Y.	Greenwood Lake, N.Y.
Carbondale, Pa.	Haddam, Conn.
Castleton-on-Hudson, N.Y.	Harrison, N.Y.
Catskill, N.Y.	Hastings, N.Y.
Chester, Conn.	Hudson, N.Y.
Chester, Pa.	Indian Head, Md.
Clarke County, Va.	Irvington, N.Y.
Clarkstown, N.Y.	Killingworth, Conn.
Cleveland, Ohio	Kingston, N.Y.
Cresskill, N.J.	Larchmont, N.Y.
Croton-on-Hudson, N.Y.	Leonardtown, Md.
Danielson, Conn.	Liberty, N.Y.
Deep River, Conn.	Lisbon, Conn.
Deer Park, N.Y.	Macedon, N.Y.
Delaware County, Pa.	Mamaroneck, N.Y.
Derby, Conn.	Massena, N.Y.
Dover, Del.	Middle Smithfield Tnship, Pa.
Dover, N.J.	Middlesex County, Conn.
East Brunswick, N.J.	Middletown, N.Y.
East Haddam, Conn.	Mid-Hudson region, N.Y.
East Windsor, N.J.	Milford, Conn.
Elizabeth, N.J.	Montague, N.J.
Enfield, Conn.	Montgomery County, Md.
Englewood, N.J.	Moonachie, N.J.
Erwin, N.Y.	Mt. Kisco, N.Y.
Esopus, N.Y.	Mount Vernon, N.Y.
Fairfield County, Conn.	Nassau-Suffolk region, N.Y.

Newburgh, N.Y.	Ramapo, N.J.
New London, Conn.	Ridgewood, N.J.
New Paltz, N.Y.	River Edge, N.J.
New Windsor, N.Y.	River Vale, N.J.
New York, N.Y.	Russia, N.Y.
Niagara Falls, N.Y.	St. Mary's, Md.
North Hempstead, N.Y.	Schodack, N.Y.
Norwalk, Conn.	Seymour, Conn.
Nyack, N.Y.	Smithfield Township, Pa.
Ogdensburg, N.Y.	Southington, Conn.
Old Westbury, N.Y.	Southold and Greenport, N.Y.
Ossining, N.Y.	Stratford, Conn.
Orange County, Va.	Suffern, N.Y.
Oyster Bay, N.Y.	Syracuse, N.Y.
Paradise Township, Pa.	Tarrytown, N.Y.
Pawling, N.Y.	Ticonderoga, N.Y.
Peekskill, N.Y.	Valley Stream, N.Y.
Piermont, N.Y.	Vernon, Conn.
Plainfield, N.J.	Washington, D.C.
Plainville, Conn.	Waterbury, Conn.
Pleasantville, N.Y.	Wappinger Falls, N.Y.
Port Jefferson, N.Y.	Warwick, N.Y.
Port Jervis, N.Y.	West Hartford, Conn.
Poughkeepsie, N.Y.	Westport, Conn.
Price Township, Pa.	White Plains, N.Y.
Prince George County, Va.	Wilmington, Del.
Princeton, N.J.	





*Waterfront Square,
Hoboken, New Jersey*

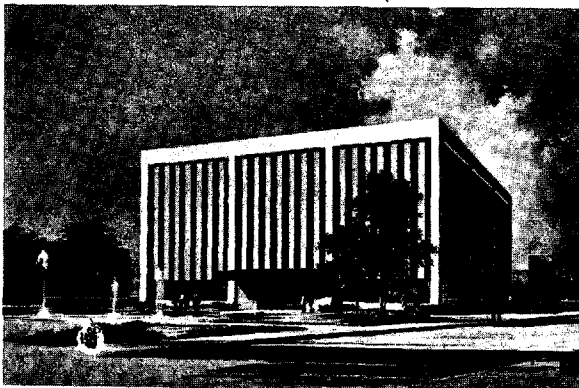
Urban Renewal, Housing, and Community Development Planning

The firm has provided urban renewal planning services to public and private organizations for over 100 projects throughout the eastern United States. Projects have included major downtown redevelopment programs, residential projects, industrial parks, civic centers, housing and historic area rehabilitation, hotels and enclosed malls. Our work on these projects typically involves land and traffic planning; preparation of acquisition, disposition and relocation plans; budgetary and financial programming for engineering; and project execution. We also serve as planning and development consultants to agencies charged with the on-going execution of the projects. In other projects, we provide technical planning and development services to private clients interested in development within urban renewal areas.

The firm has served as consultant to these communities:

Alexandria, Va.	Elizabeth, N.J.
Amsterdam, N.Y.	Ellenville, N.Y.
Ansonia, Conn.	Elmira, N.Y.
Archbald, Pa.	Englewood, N.J.
Arlington County, Va.	Erwin, N.Y.
Beacon, N.Y.	Fredonia, N.Y.
Berlin, Conn.	Glassboro, N.J.
Binghamton, N.Y.	Glen Cove, N.Y.
Bloomfield, Conn.	Greenburgh, N.Y.
Bristol, Va.	Greensboro, N.C.
Camden, N.J.	Hamden, Conn.
Catskill, N.Y.	Haverhill, Mass.
Chester, Pa.	Hempstead, N.Y.
Cleveland, Ohio	Hudson, N.Y.
Danielson, Conn.	Huntington Station, N.Y.
Derby, Conn.	Jersey City, N.J.
East Haddam, Conn.	Kingston, N.Y.

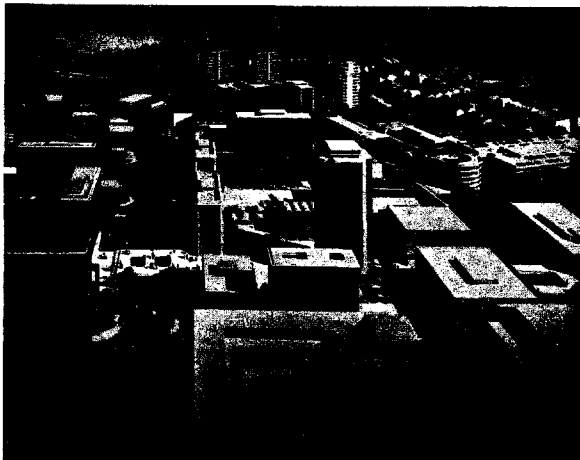
Lancaster, Pa.	Peekskill, N.Y.
Mamaroneck, N.Y.	Phillipsburg, N.J.
Manchester, Conn.	Pittsfield, Mass.
Meriden, Conn.	Plainfield, N.J.
Middletown, Conn.	Port Jervis, N.Y.
Milford, Conn.	Portsmouth, N.H.
Millville, N.J.	Portsmouth, Va.
Monticello, N.Y.	Pottsville, Pa.
Mt. Kisco, N.Y.	Poughkeepsie, N.Y.
Newark, N.Y.	Providence, R.I.
New Britain, Conn.	Richmond, Va.
Newburgh, N.Y.	Rockville Centre, N.Y.
New London, Conn.	Rye, N.Y.
New Rochelle, N.Y.	St. Johnsville, N.Y.
Newton, N.J.	Scranton, Pa.
New York, N.Y.	Seymour, Conn.
Niagara Falls, N.Y.	Springfield, Mass.
Norfolk, Va.	Stratford, Conn.
Norwalk, Conn.	Tarrytown, N.Y.
Norwich, Conn.	Tuckahoe, N.Y.
Nyack, N.Y.	Vernon, Conn.
Oneida, N.Y.	Washington, D.C.
Ossining, N.Y.	Waterbury, Conn.
Painted Post, N.Y.	West Hartford, Conn.
Passaic, N.J.	White Plains, N.Y.
Paterson, N.J.	Willimantic, Conn.
Pawtucket, R.I.	Windsor Locks, Conn.



Elmira, New York

New Castle County, Delaware: New Community

This assignment, for Leon N. Weiner Associates, a national development firm, involved preparation of a plan for a new community of 10,000 people with associated commercial and community facilities. Plans call for varied housing types, ranging from single family detached and patio homes, to garden and mid-rise apartments. Planning included design of a central pedestrian greenway which offers traffic-free bicycle paths and walkways for children going to school, plus an analysis of traffic impacts created by the new community. The plan involved use of predesigned "plug in" development modules which could be varied as required by actually-experienced market absorption rates. Also explored were innovative methods for handling storm water runoff, including preservation of existing ponds and use of recharge basins to prevent any lowering of the watertable. An analysis was prepared of the number of school children and the consequent impact on local taxes. The firm also participated in the presentation of plans to local boards and agencies.



White Plains, New York

Pennsylvania Department of Transportation: Interchange Study

This study for the Pennsylvania Department of Transportation was concerned with developing institutional responses to the issues raised by development around major highway interchanges. The study concluded that, since interchanges represent a sizeable investment of state and federal funds, the use of adjoining lands warrants consideration beyond the immediate community. It pointed out serious weaknesses in the current efforts to achieve coordination between local land planning in the interchange area and the planning of the interchange itself and of assuring long-term compatibility of actions and goals.

The assignment resulted in a *Manual* to guide local officials and others involved with interchange area planning. The manual identifies standards of sound planning, a procedure for incorporating interchange area planning into local and areawide planning, techniques for implementation, and specific guidelines for interchange area plan development. The final report evaluated current practices in dealing with interchange planning issues and offered recommendations aimed at their improvement.

North Palm Beach, Florida: High Density Residential Development

This assignment for a private client involved preparation of alternative land development plans for a parcel with bay and inland waterway. The land was to be acquired in stages, and the program called for a building plan which could be implemented in self-sufficient steps. Special problems included alternative means of dealing with a very high car ownership as well as evaluation of the feasibility of additional bulk-heading. Plans called for a 1,300 dwelling unit complex using both single-loaded and double-loaded buildings in heights varying from garden apartments to high rise, plus ancillary restaurant and retail services, a marina and other recreational amenities.

Syracuse, New York: Traffic Engineering Analysis

This study, undertaken for the Metropolitan Development Association and the Syracuse Department of Transportation, analyzed the feasibility of a departmental proposal for the conversion of two parallel streets to one-way operation and the concurrent elimination of a third street between the parallel pair. Analyses of traffic distribution, intersection capacities and traffic signal control and timing were carried out for the proposed system. It was concluded that traffic conditions would be improved under the proposed plan, and the extra street could then be closed and utilized as part of a major development proposal.

Madras, India: Administrative Study for Transportation Planning

William McGrath, the director of our traffic division, carried out a study of the proper organization and staffing for a traffic planning and operational organization for the Municipal Corporation of Madras. Examinations of appropriate laws and ordinances, methods of financing and personnel practices were made during the investigation. Particular attention was given to the handling of non-automotive street traffic which constitutes a major element of the transportation facilities of that particular city. In addition, overall comments on fifteen specific projects already planned or under way were provided with the report.

New York City, New York: Site Analysis For Intensive Development

This study, conducted for the United Nations Development Corporation, analyzed site conditions and existing development in an area of mid-town Manhattan proposed for development of United Nations-related facilities plus ancillary offices and a hotel complex. Specific aspects of the study dealt with utilities serving the site and an identification of relocation which would be required within the super-block area proposed for new development.

Richmond, Virginia: Housing Strategy and Plan

At the request of the city government the firm is working on a comprehensive housing strategy and plan for Virginia's capital city. Though economically sound, Richmond shares with other cities the problems of spreading blight, acute housing deficiencies for the disadvantaged, and the flight of taxpayers to the suburbs. Unique to its housing supply are many deteriorating or blighted antebellum homes of great historical and architectural distinction. Through demographic analyses, housing quality and market surveys, and fiscal studies, the firm is developing guidelines and timetables for the application of the statutory powers and financial resources available to the city toward the implementation of a rational housing program. The thrust of the study is two-fold: first, to improve poor housing conditions, maintain good housing, and preserve and improve neighborhoods; and second, to review the entire housing delivery system, including community development administration.



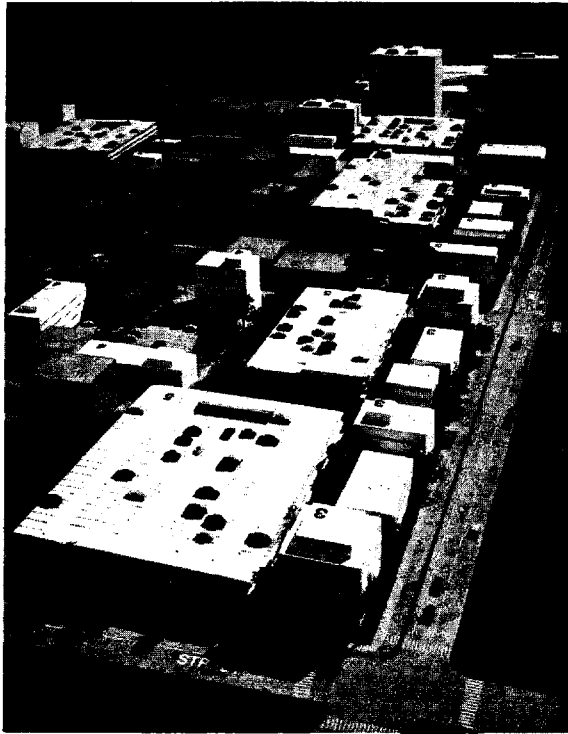
Historic Maryland



Suffolk County, New York

Tuxedo, New York: PUD

This plan for a private client resulted in a PUD design for a rugged and beautiful 480 acre site in the Hudson Valley. The plan was developed around the unique features of the site which included the ruins of an eighteenth century forge, extensive rock outcroppings, spectacular views, and a pond at its center. We prepared a development program which called for single family homes, garden apartments, town houses, a small shopping center, and an elementary school, yet maintained over half the site as a permanent open space preserve. The plan provided for a self contained community in natural surroundings which respected the views and privacy of its surrounding, semi-rural, neighbors.



Poughkeepsie, New York

Chemung Valley, New York: Post-Disaster Rebuilding Programs

These flood recovery projects for the communities of Painted Post, South Corning, Erwin and Riverside were undertaken after tropical storm Agnes in July 1972 under contract to the New York State Urban Development Corporation. Urban renewal plans were prepared for devastated village centers under an accelerated timetable which produced over \$19 million in federal and state aid. In Painted Post, for example, a plan for a new main business district and related uses was prepared and funded within thirty days; less than three years later the new stores (named for an architectural award by the New York A.I.A.) were open for business.

Warwick, New York: PUD

This complete site plan for a planned unit development on an 80 acre tract was prepared for an owner-developer. The plan included single family homes, town houses and garden apartments in clusters around a central open space area with a small pond. Since the site had very few trees, the plan proposed tight clusters separated by large open spaces to establish the identity and scale of each building group. Each cluster is connected to the open space system and is accessible from a peripheral loop street. The firm participated in presentations of the prepared plans to local officials and agencies.

National Commission on Urban Problems: Zoning Studies

The firm was responsible for developing one of the background Research Reports for the Douglas Commission (National Commission on Urban Problems). The report included detailed analyses of industrial zoning in suburban areas, multi-story apartment zoning, and cluster developments.



Waterbury, Connecticut

Dublin, Ireland: Administrative Study for Transportation Planning

A report prepared by William R. McGrath, director of the transportation division, developed the proper organization and responsibilities of a Traffic Operations Department for the municipal corporation of Dublin. General street and traffic conditions were observed and applicable laws and ordinances were studied. Methods of state and local financing were examined and consultations were held with various officials leading to recommendations for an organization adequate to meet the needs, capabilities and practices in the area.



Painted Post, New York

Camden, New Jersey: Feasibility Study for a New-Town-in-Town

This study, undertaken for the City of Camden, analyzed the financial feasibility of developing a major new-town-in-town on the Delaware River. Plans called for 4,300 units on a narrow, linear site with supporting shopping facilities, schools, parks, a marina and bicycle path. Four different approaches to the distribution of some \$30,000,000 in infrastructure costs were examined in depth, including various methods available for financing land acquisition, utilities, streets, parking and bulkheading. The implications of various financial mechanisms, including alternative cost sharing formulas between the private developers, city, state and federal government, were analyzed in considerable detail, thus providing the City with a comprehensive analysis upon which to base its discussions with both the developers and other sources of public financial assistance.

Southeastern United States: Major Office Site Selection Study

This assignment for the Metropolitan Life Insurance Company involved evaluation of local governmental conditions and community characteristics as they related to the establishment of a branch facility for some 1,000 employees. The work involved in-depth interviews with local officials and businessmen in order to assess the local business climate and suitability of the area for office development.



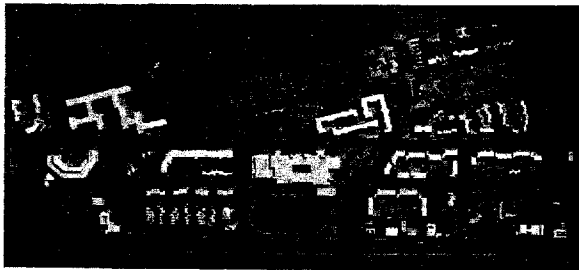
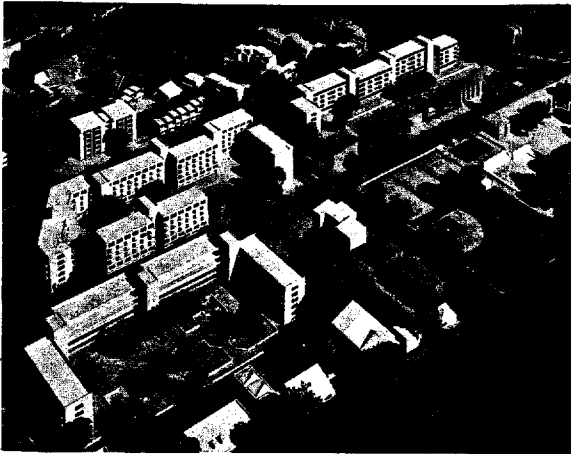
Wilton, Delaware

New Paltz, New York: Housing Market Study

This study was concerned primarily with identification and quantification of the depth of housing demand in New Paltz, a university community. It was determined that the rapid growth of the State University of New York had, indeed, created a critical shortage of housing in the community, which could have a limiting effect on future University growth unless corrected. Of particular importance was the impact of the trend by students away from the typical dormitory way of life. The impact of this trend was reinforced by the lack of funds available to the University to build such housing. These trends have created a need to devise imaginative alternative private and quasi-public student housing programs.

Fairfield, New Jersey: Industrial and Executive Park Plan

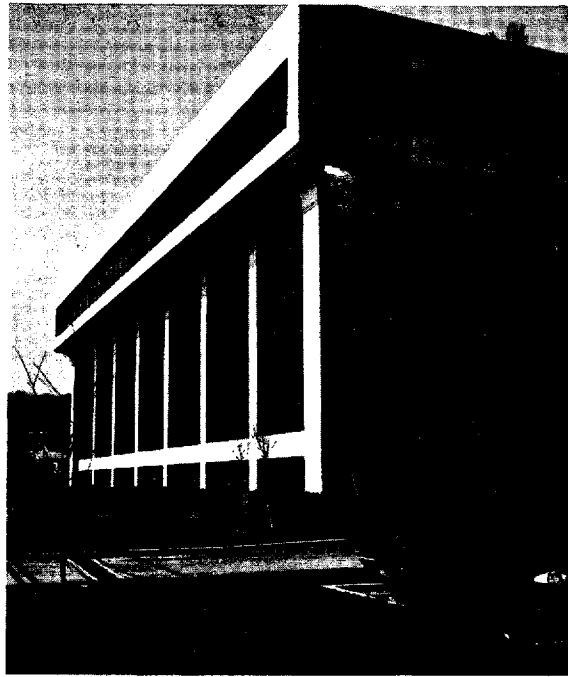
This study, undertaken for the Curtiss Wright Corporation, involved preparation of a master plan and a financial analysis for mixed industrial and commercial development on 318 acres in Fairfield, New Jersey. Included were a site analysis, traffic study, community impact analysis, site plan, financial pro forma and zoning modifications for a 3,000,000 square foot development including a motel, indoor sports complex, office center and industrial park.



Bedford Stuyvesant, New York

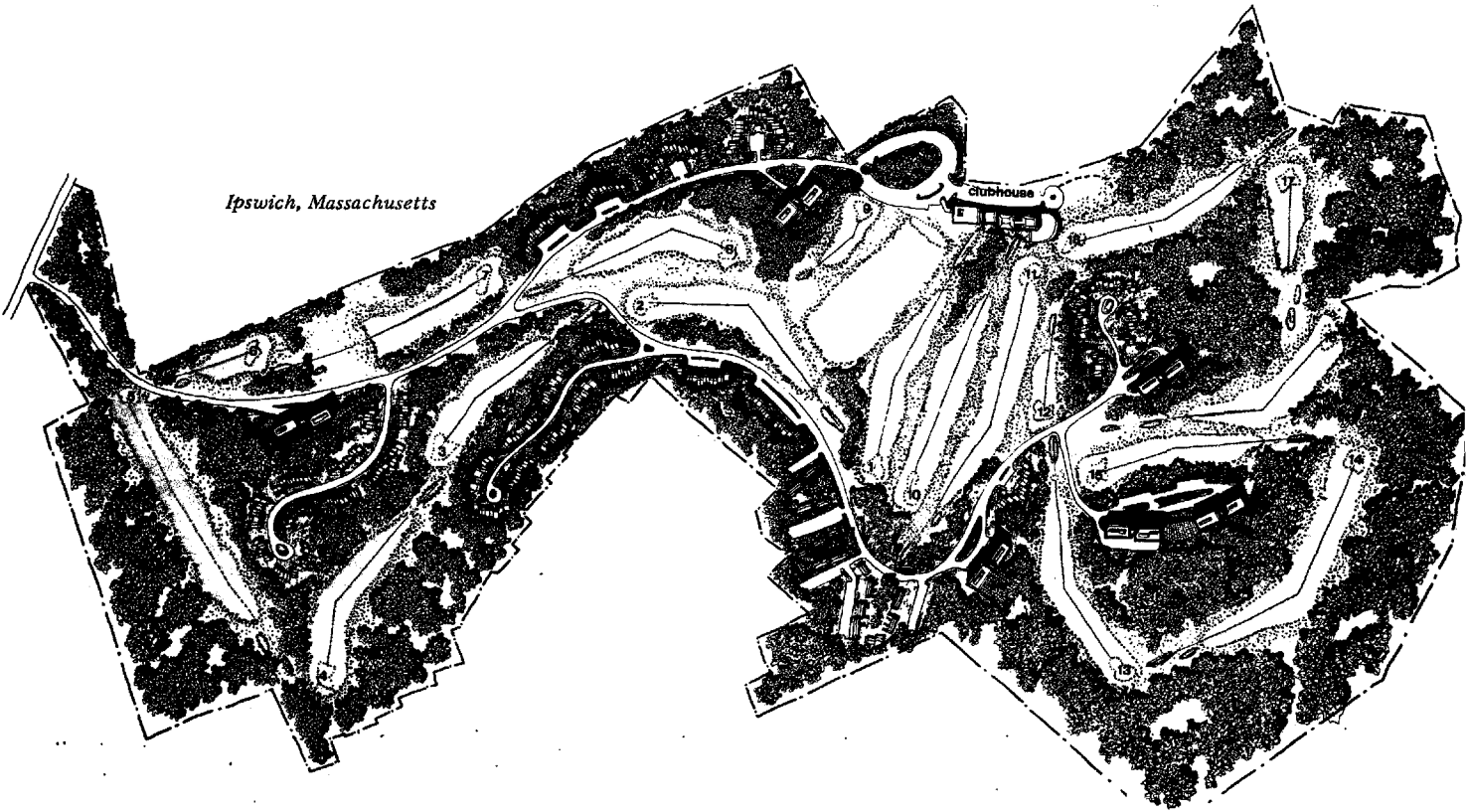
Hudson, New York: Historic Preservation through Urban Renewal

The initial phase of this study was a reconnaissance of the historically significant features of an urban renewal area. The survey identified the contributions of individual structures to an Historic District and evaluated the condition and restoration potential of each. The second phase was a detailed conservation plan with specifications for exterior improvements to be carried out through the use of facade easements, a device developed as part of the program. This phase included proposals for appropriate street furniture, paving, landscaping and signs. A third phase, supervision of the actual program (through our affiliate, Historic Design Associates), is approaching completion. Hudson today demonstrates how historic preservation and new development can be harmoniously combined to revitalize a declining old area.

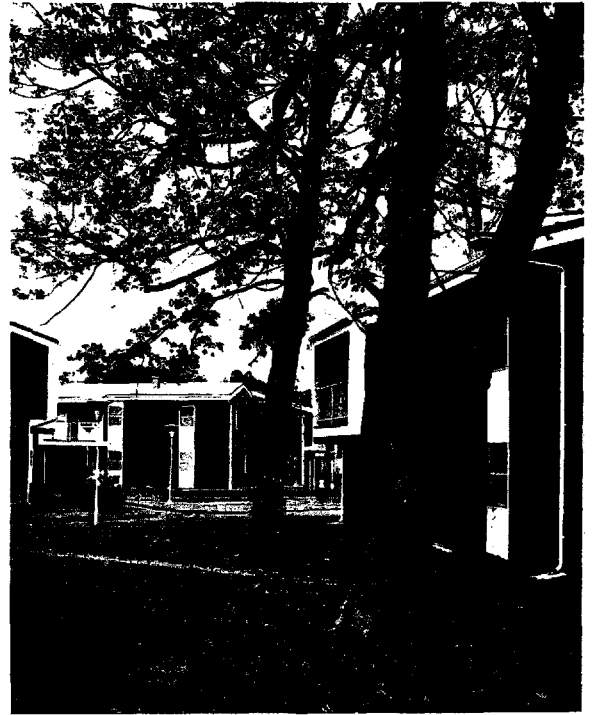


Tarrytown, New York

Ipswich, Massachusetts



Beacon, New York



Newport, Rhode Island: Development Plan for an Island

This assignment, for a private client, involved preparation of a development plan for a 35 acre island. Plans called for a 300 room high-rise hotel, convention center, an executive training school, a summer theater, museum, private pool and club, marina, and town houses and single family homes with private boat slips. Access to the property was provided by a causeway and heliport.

U.S. Army, Military District of Washington: Historic Preservation Plans for Fort Myer, Virginia and Fort McNair, D.C.

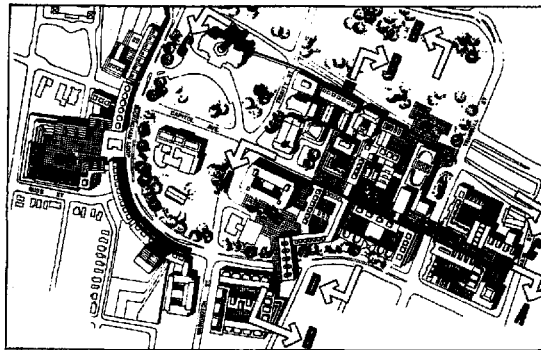
Utilizing a consulting team of planners, historians, preservation specialists, architects and structural engineers, a preservation plan is being prepared for registered historic districts of great significance to the U.S. Army and the nation. The program includes architectural and engineering surveys of each building; evaluation of historic/architectural value and establishment of categories; preparation of action schedules specifying type of program, maintenance requirements, and estimated costs. The consultants are also preparing National Register of Historic Places nominations and "criteria of effect" statements for new construction, alterations and demolitions.

Long Island Sound: Legal and Institutional Framework for Planning Management of the Coastal Zone

Many local, state and federal agencies have been effective in efforts to preserve, restore and utilize the Sound's invaluable resources, but one area — the shoreline — poses perplexing questions of conservation, private and public use, access and development. The New England River Basins Commission asked the firm to study this critical area and propose an appropriate legal and administrative structure for its management. Our approach was to evaluate the current division of responsibilities, then to describe in detail the characteristics of a model framework. Finally, we proposed alternative arrangements for the practical implementation of model concepts.

Hartford, Connecticut: Development Plan and Implementation Program for State Government Center

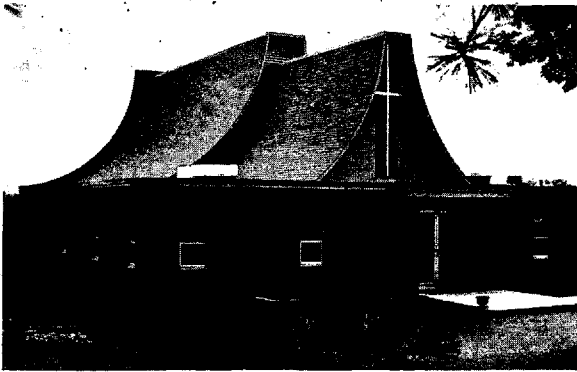
The Development Plan for the Connecticut Capitol Center, prepared for the Connecticut Capitol Center Commission, was a realization of the need to consolidate and centralize the functions of Connecticut's state government in the City of Hartford and to provide for needed facilities on an incremental basis. The study included an inventory and forecast of employees and floor space required for state agencies and departments. This analysis yielded a finding that 40 percent of presently occupied space would eventually need to be replaced. When coupled with existing space deficiencies and an allowance for growth it was determined that future space needs amounted to 210 percent of existing space. Plans were prepared for staging this growth over a 30 year period involving a total investment of \$280,000,000. The plans included retention of existing historical structures with incremental additions of garage parking and office space. Provision was also made for the use of interim demountable parking structures on a staged basis.



Hartford, Connecticut

Camden, New Jersey: Analysis of Rehabilitation Economics

This program, under contract to the Housing Authority of the City of Camden, outlined a residential rehabilitation program to be undertaken by the Authority. Financial analysis of selected properties revealed that feasible rehabilitation could be accomplished without undue economic burdens. Opportunities to utilize Federal loan and grant programs (specifically Section 312 and Section 115) were examined.



Willimantic, Connecticut

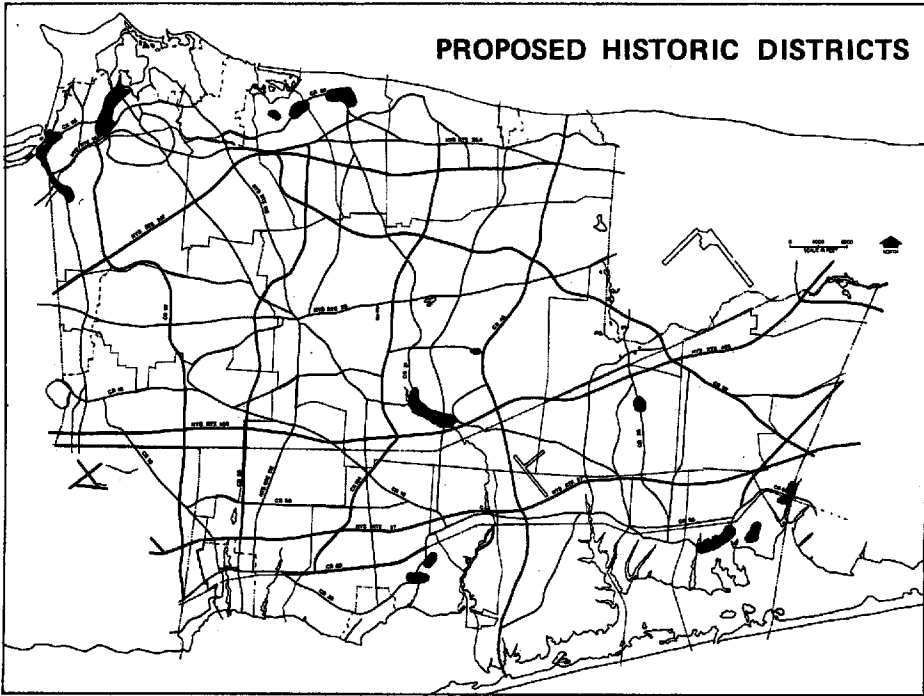
Peekskill, New York: Comprehensive Community Development Services

In a decade this declining Hudson River town has been transformed into a vital modern city through a series of award-winning renewal projects. As consultants first to the Renewal Agency and later to the Community Development Agency, the firm has played a part in successful completion of the Academy Street Renewal Project and in advancement of the Downtown Project, where a retail center is being revitalized without local cash outlay (using instead garages, schools, etc. as credits). Among a number of special studies conducted by the firm and its divisions is "Peekskill Bay and its Environment", which examines alternatives for the waterfront in environmental, economic and land use terms. A TOPICS study details highway, sign and signal improvements needed in renewal areas. A "Downtown Design Study" suggests styles and standards for the rehabilitation of old structures and the integration of new ones into pleasing cityscapes.

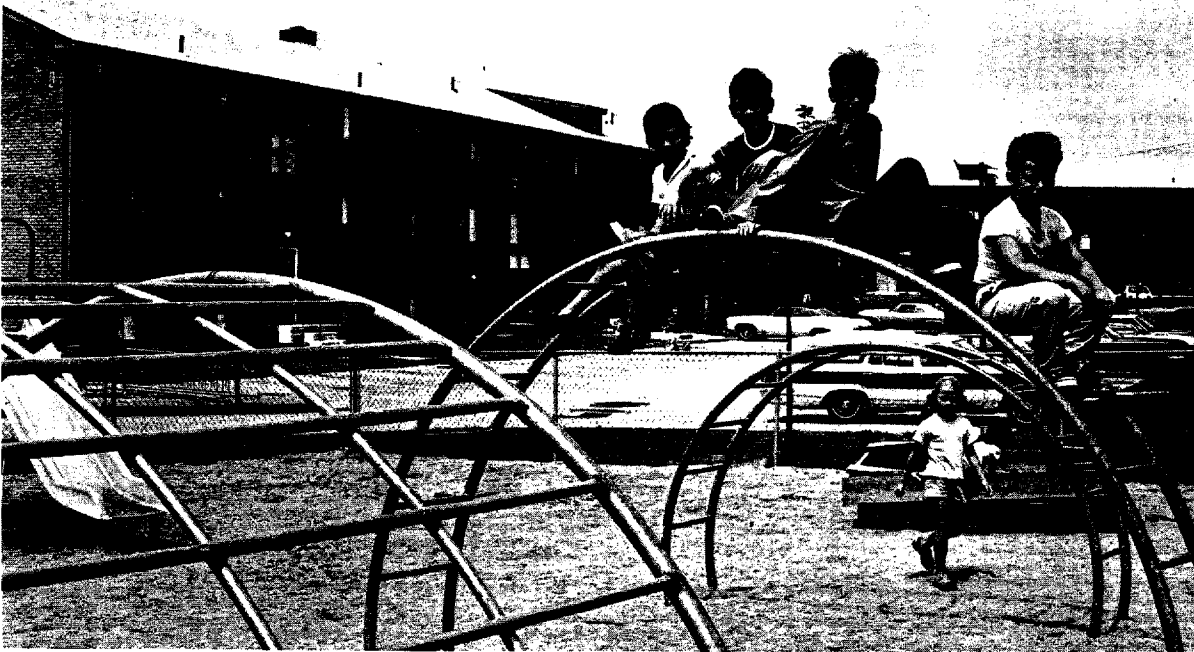
Commonwealth of Virginia: Key Facilities Siting Study

As part of its state land use policy formulation program the commonwealth retained the firm to assist in analyzing the land use issues involved in the siting of key facilities. The resulting study identified key facilities (power plants and transmission lines, solid waste disposal systems, airports, etc.), determined existing statutory and administrative responsibilities pertaining to their siting, and addressed those gaps in the regulatory system which may need attention to insure the proper integration of key facilities into a sound overall land use pattern.

A second assignment awarded to the firm as part of the same program consisted of an analysis of the land use issues raised by developments of greater than local significance. The study defined such developments, by type and magnitude threshold; recommended an application procedure to assure that all interested levels of government would be properly notified; and suggested an appropriate regulatory system. The study was based on an exhaustive review of relevant legislation in eleven other states and of the Model Land Development Code proposed by the American Law Institute, as well as on responses of 13 out of Virginia's 22 planning district commissions.



Brookhaven, New York

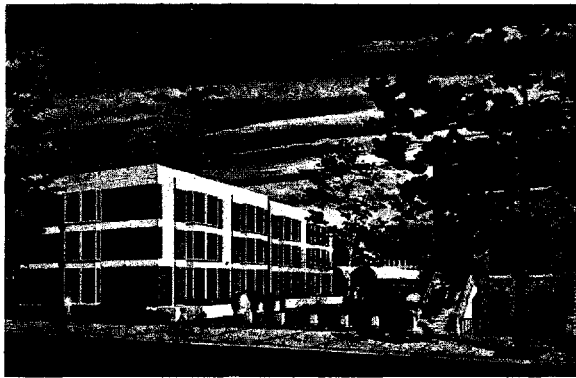


Willimantic, Connecticut



Beacon, New York: Residential and Industrial Development Plan

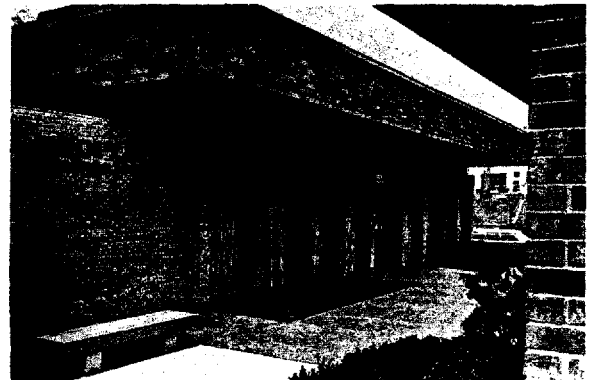
This study, performed for the New York State Urban Development Corporation, involved the preparation of a plan for 50 acres of State hospital land which had been declared surplus and were available for private development. The work included an analysis of utilities serving the site, topography and rough grading costs, integration of development proposals with city-wide traffic plans and close coordination between city and state officials. Final plans called for 500,000 square feet of industrial development separated by hills from some 250 units of townhouses and garden apartments. In 1975 development had been completed for a substantial part of the plan.



*Fulton Park Area,
Brooklyn, New York*

Jersey City, New Jersey: Plan for a New Town On New York Bay

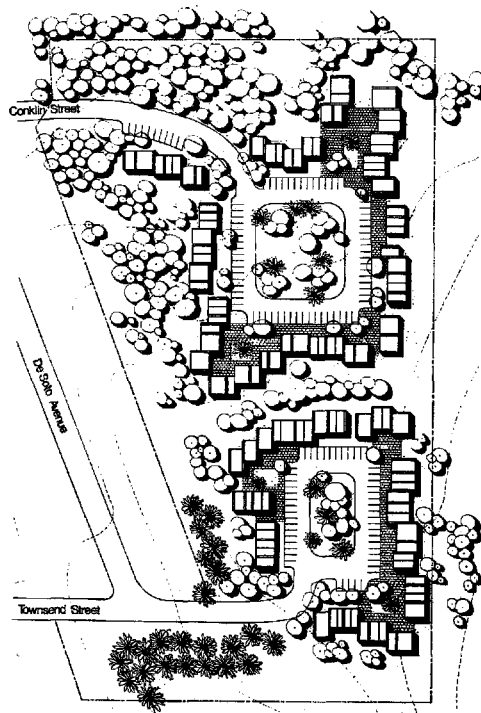
This study, undertaken for the National Kinney Corporation and the United Housing Foundation, involved direction and coordination of planning efforts for a new community on 3,000 waterfront acres overlooking Ellis Island and the Statue of Liberty. The site was occupied by abandoned railroad yards and surplus government structures. Special studies were made to assess the environmental impact of extensive land fill, to evaluate noise impact from the nearby New Jersey Turnpike, to inventory existing waterfront installations and uses and to improve highway access and railroad service to the area. The plan calls for 20,000 new housing units, schools, shops, parks and other community facilities; a 475-acre State Park near the Statue of Liberty and a 1,000-acre industrial and shipping center of over 12,000,000 square feet. Dependence on private automobiles is reduced by providing exclusive mass transit rights of way, and a system of pedestrian paths links houses, apartments and parks with schools, shops and the waterfront. The planning included a detailed analysis of the investment required (\$2.0 billion in total) and the financial impact on Jersey City (taxes in excess of \$20,000,000 per year). The plan has been adopted by the City and is in the first stages of implementation.



Vernon, Connecticut

Ipswich, Massachusetts: PUD

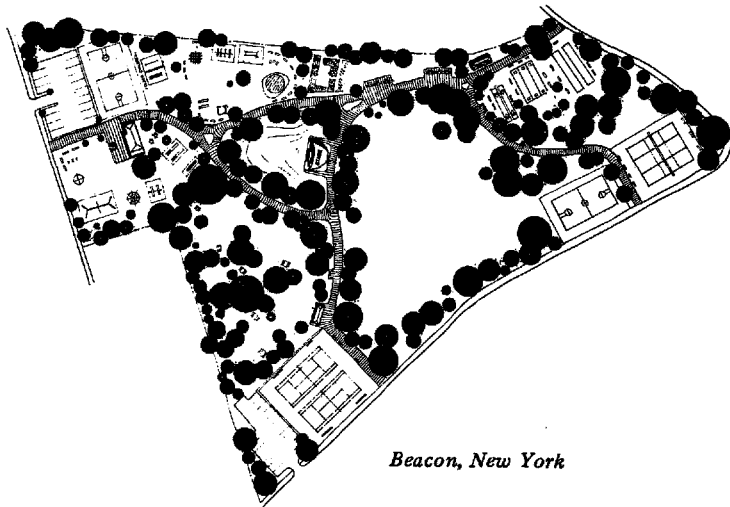
This assignment for a private developer involved preparation of plans for a varied private residential community containing 1,200 luxury dwelling units in town houses and garden and high rise apartments disposed around a new golf course. This project introduced the first apartment development of any kind into a community which was previously developed exclusively with one family houses on predominantly large lots. The firm developed drafts of the necessary zoning regulations and participated in the public presentations before the local planning board and governing body. A cost-benefit analysis demonstrated the favorable economic impact of the PUD on the community as a whole.



Stratford, Connecticut: PUD Zoning Ordinance

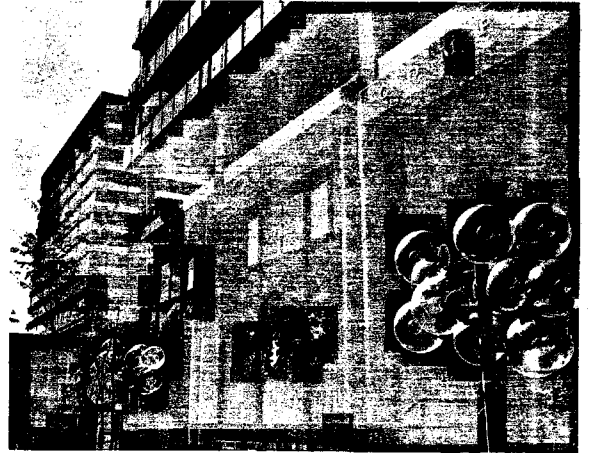
Stratford on Long Island Sound has experienced apartment growth under its 1964 Master Plan, but, prior to 1969, did not permit townhouses or PUD's. In 1969 the Town asked the firm to draw up special regulations that would permit better and more interesting development, preserving many of the hundreds of still undeveloped wooded acres within the community. The new "Residential Open Space Regulations" require condominium or cooperative ownership, permit four units to the acre in areas previously permitting one unit per acre, and require a minimum of 75 acres and very low land coverage.

Within three months of adoption of the new regulations the Town received official proposals for over 2,000 units. Noteworthy is Oronoque Village, a development of 1,200 condominium townhouses on about 300 acres (featured on the cover of the December 1971 "House and Home").



Torrington, Connecticut: Plan for Girl Scout Camp

The Northwestern Connecticut Girl Scout Council called on the firm to draft plans for the future use and development of Camp Maria Pratt, its 300 acre summer camp. Our study inventoried the physical features of the site — topography, soil conditions, drainage, vegetation, existing facilities, circulation patterns — and projected population trends as a basis for estimating future use. It outlined three possible courses of action — one to improve function without expanding capacity; one to expand resident camper capacity; and one to expand both camper capacity and opportunities for year-around use.



White Plains, New York

Camden, New Jersey: New-Town-In-Town Development

This study was commissioned by a joint venture group (Boise-Cascade Urban Development, Campbell Soup Company, RCA Corporation and Leon N. Weiner) for undertaking a major residential and commercial development project in an area extending from the core of Camden to its Delaware River waterfront. The completed plan envisions, in the downtown sector, a staged development program including: a new commercial heart for the city with a 2-level enclosed and air conditioned shopping mall; a 15-20 story office tower, and a 300 room downtown hotel. Alternative possibilities include a downtown medical-dental complex, additional office development and/or a convention center. Along the waterfront the program calls for a new residential community of 1,500 dwelling units in conjunction with a restaurant and waterfront oriented commercial entertainment promenade and social-cultural-recreational complex linking the residential area to the commercial center. Particular development opportunities presented are the utilization of the High Speed Rapid Transit Line (air rights development) and waterfront residential and commercial development. The firm is acting as planning coordinator of the development programs which are underway.

Crewe, Virginia: Feasibility Study for the Piedmont Development Center

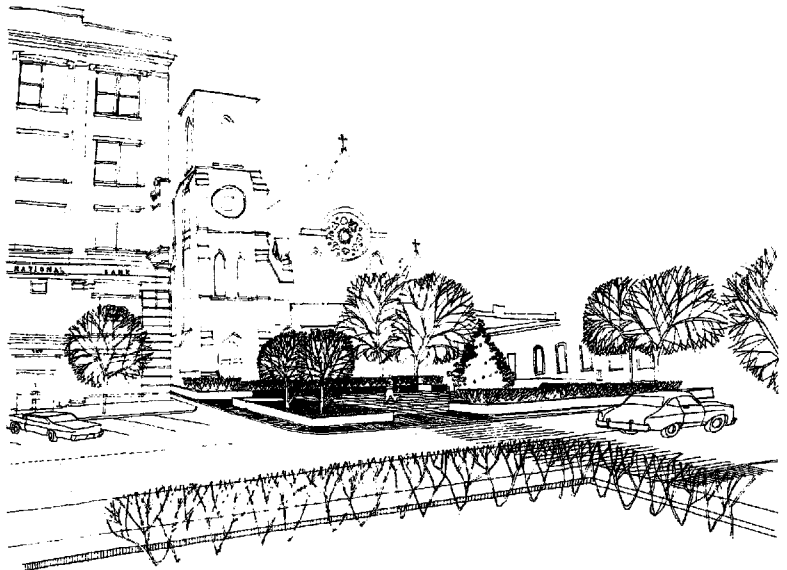
The Piedmont Regional Planning District Commission in Southside Virginia retained the firm to assess the feasibility of, and to perform preliminary site design work for, a proposed development center combining public agencies and private industrial firms. Conceived as a publicly sponsored industrial park with "human resources facilities", the project embraces a Vocational Technical Center and a Skills Center to supplement classroom education of students from a number of high schools, plus other resources related to employment opportunities. The study considered inclusion of a nursing home and other medical and welfare facilities that might relate to a nearby geriatrics hospital. It also included identification of industries most suitable to the assets of the site (which is served by two railroads and two major highways), estimates of land absorption, and financial analysis of public sector investment and projected tax revenues.

Washington, D.C.: Government Offices Site Study

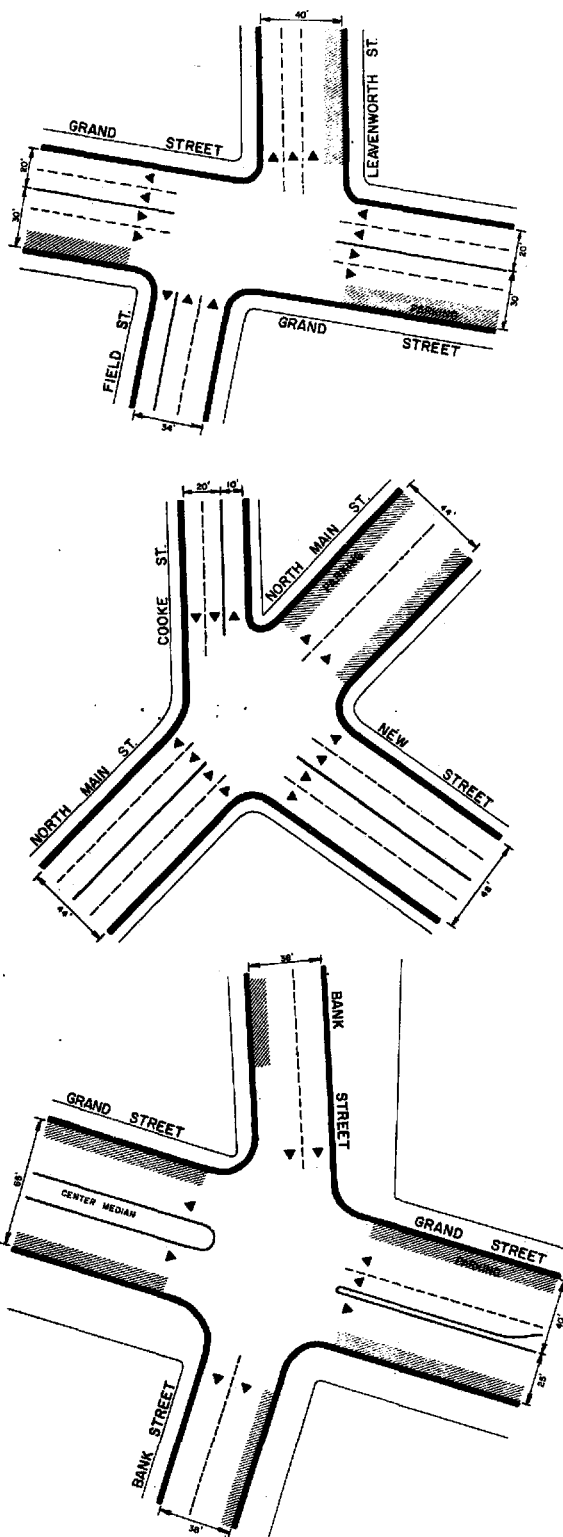
This assignment was a relocation study for the Harry Diamond Laboratories of the National Bureau of Standards in the Washington, D.C. area. Included in the approach was a comprehensive investigation and description of the functions of HDL and the basis for considering a move. The principal factor encouraging relocation was current overcrowding, particularly in testing and storage areas. Eight sites were screened on a preliminary basis for the following characteristics: (1) existing operations, (2) convenience availability of sufficient land and (3) site conditions. Three sites were selected for close consideration. Of these, one site in suburban Maryland was recommended.

St. Mary's County, Maryland: Recreation Area PUD

Our assignment involved preparation of land development proposals for a 900 acre waterfront tract. Plans included an 18 hole golf course, a marina, motel, shopping area and a variety of residential homes, including large lot single family residences and cluster town houses and condominiums. Alternative plans were developed which explored the effects of modifications in the golf course design on the number and market value of adjacent single family lots. Other items taken into account included the necessity for highly controlled sewage discharge and the susceptibility of the land to erosion through wave action.



Middletown, Connecticut



Waterbury, Connecticut

Mahwah, New Jersey: PUD

This assignment for a private developer involved the development of a land plan for an industrial park and adjacent residential, office and commercial uses on a 400-acre tract. The firm's services included assistance during discussions with the local government relating to development of appropriate zoning regulations.

Washington, D.C.: Preliminary Plan for National Armed Forces Museum Park*

This assignment comprised a preliminary development plan for the National Armed Forces Museum Park funded by the Smithsonian Institution. The study had its genesis in the recognition that the United States was the only major nation in the world lacking a national museum dedicated to the history and accomplishments of its military forces. A preliminary plan established the design concept and the land requirements for an outdoor museum of military history. The project proposed a site on the Maryland shore of the Potomac River south of Washington, D.C. and was integrated into proposals to preserve the Potomac River shoreline.

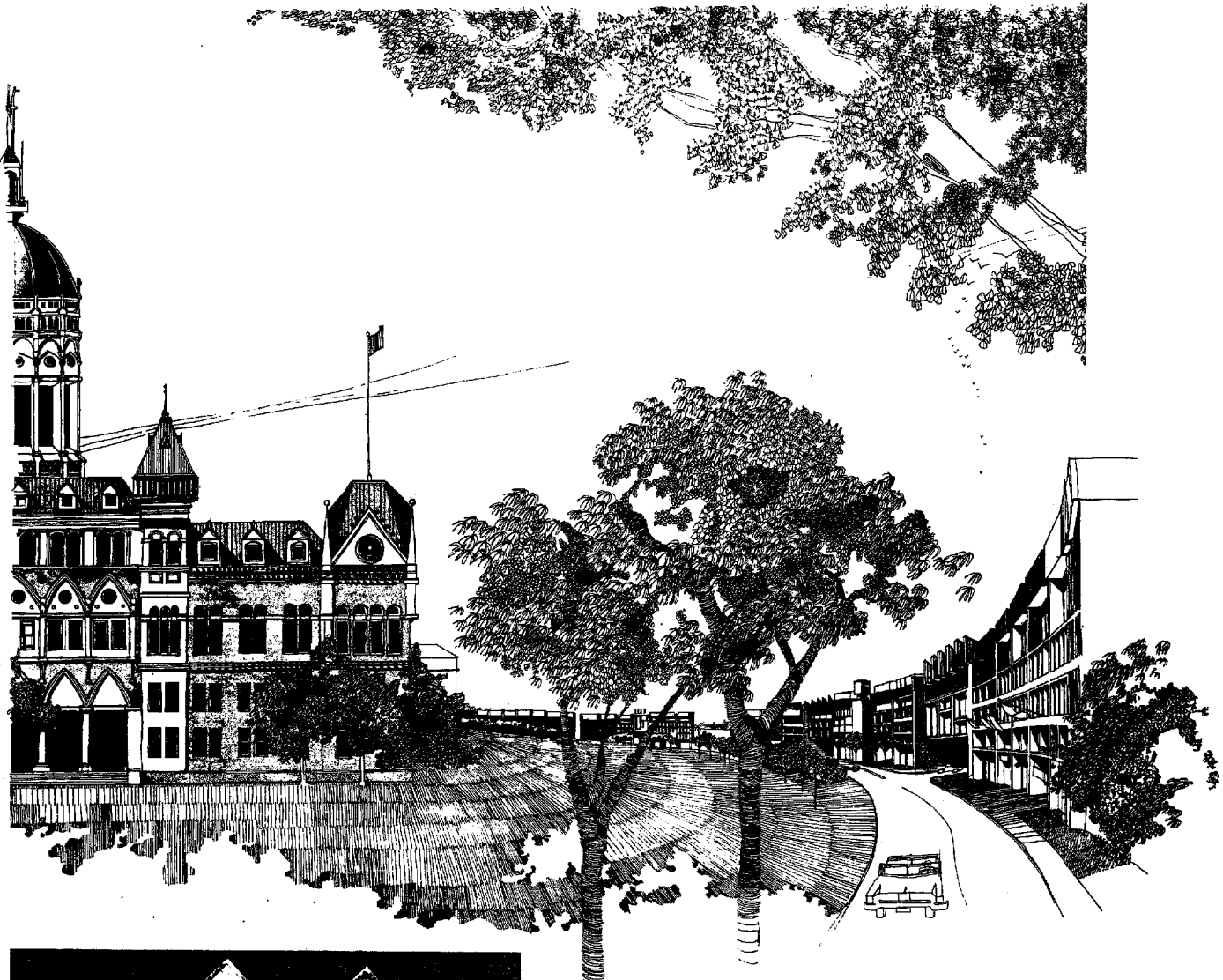
New London, Connecticut: Ocean Beach Park

This study examined alternative rehabilitation and development concepts for a 35-year-old park on the waterfront in New London. The firm's work included an analysis of trends in attendance, utilization of various facilities, revenues and expenses. A plan was proposed which called for development of additional year-round facilities at the site (indoor tennis courts, an ice rink, a dinner theatre) as well as ancillary motel and restaurant facilities.

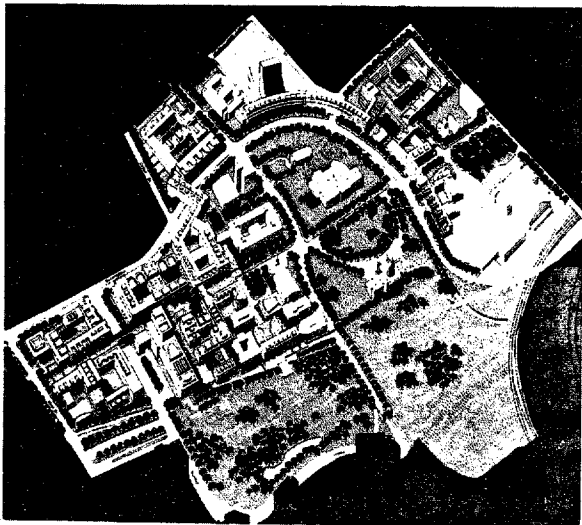
A special citywide survey was undertaken to determine attitudes towards the park and to help city officials gauge the popularity of recreational alternatives. A final plan was then formulated, and a financial plan was drawn up to show how construction could be staged and how costs could be shared by public and private enterprise. A referendum to change the city charter to permit longer term leases at the park (a key feature of the plan) is the first major step in implementation.

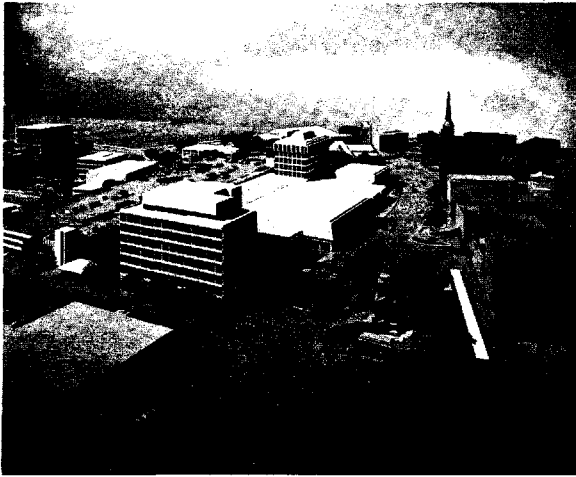
Newburgh, New York: PUD

This assignment, undertaken for the New York State Urban Development Corporation, involved the planning of a 375 unit housing development around a lake, with office and light industrial uses adjacent to the neighboring state highways. Plans included evaluation of alternative traffic solutions as well as careful analysis of subsoil conditions (with subcontractors) in order to determine the feasible limits of earth and rock moving within a very tight overall budget.



Hartford, Connecticut





Tarrytown, New York: Land Development Review

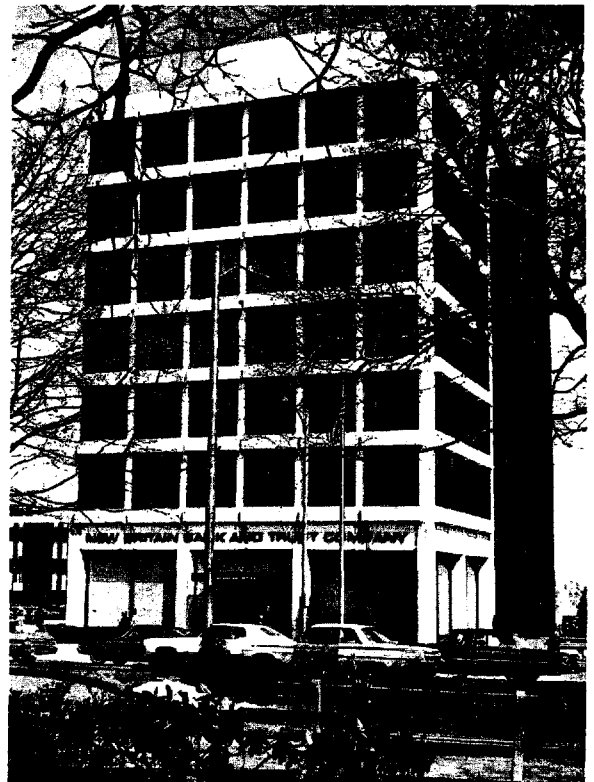
This assignment, undertaken for the Village of Tarrytown, New York, called for a review and analysis of a 300 acre land development proposal presented by a consortium of public and private developers. Our work included an evaluation of the suitability of the type and density of uses proposed (plans called for 1,500 apartments and 750,000 square feet of office development, plus townhouses and elderly units); an analysis of the traffic impacts to be expected; a study of the required utilities to service the site, and an in-depth cost-benefit study for the village and school district.

U.S. Army: Technical Manual on Historic Preservation

Under contract to the Office of the Chief of U.S. Army Engineers, a technical manual is being prepared for distribution to Army installation commanders and facilities engineers establishing procedures for undertaking surveys, evaluations, and documentation of historic sites on Army installations, leading possibly to their nomination for the National Register of Historic Places. The manual also establishes maintenance procedures related to historic categories and criteria for preservation action. It is designed to provide guidance for implementation of the National Historic Preservation Act of 1966.



New Britain, Connecticut



Cleveland, Ohio: New-Town-in-Town

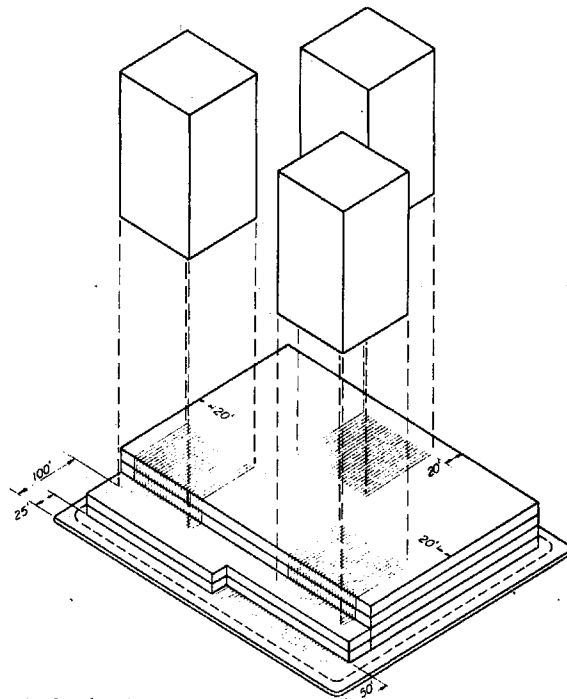
A feasibility study was prepared for a new community of 20,000 to be developed within Cleveland, primarily on air-rights over railroad properties and major streets bisecting the area. Planning involved identification of the market, calculation of alternative displacement loads, determination of feasible densities and building types, preparation of budgets for land acquisition and site improvements, identification of required subsidies, and delineation of required modifications in state law necessary to permit execution of the project.

Washington, D.C. — Condominium Study

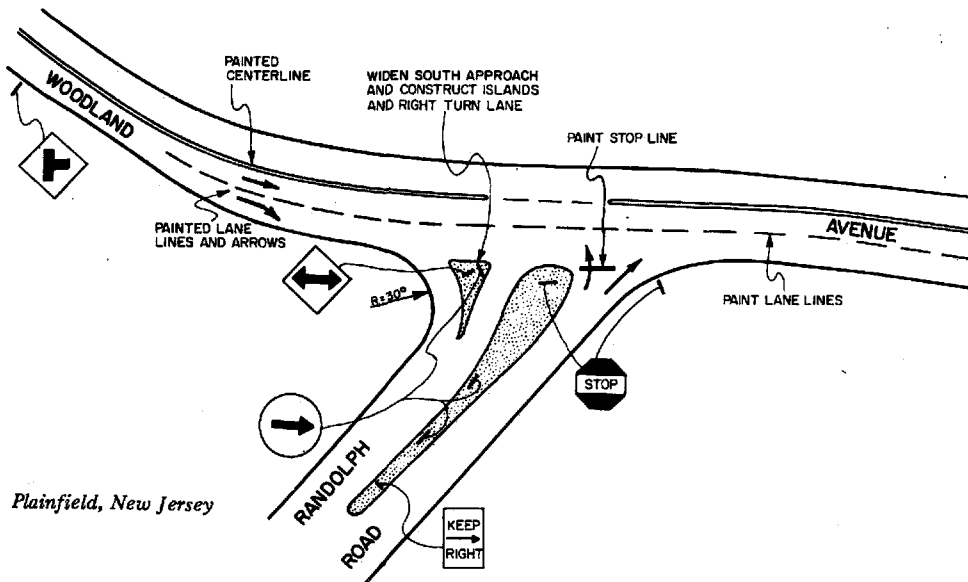
The District's supply of rental housing has been severely reduced by numerous conversions of apartment buildings to condominium ownership, particularly in certain neighborhoods. Declaring a moratorium on conversions, the District government asked the firm to study the effects on housing supply and prepare policy alternatives for their consideration and legislative action. The effort to discover the economic and social consequences of conversions involved the development of financial profiles of buildings before and after changes in ownership and interviews with tenants who purchased or moved elsewhere upon conversion. Builders, owners, operators and converters were also interviewed. The results were cross-tabulated to reveal any groups — old people, for example — who might be particularly adversely affected. Neighborhood consequences were studied along with the more conventional District-wide analysis. Among the alternative actions under consideration by the District on the basis of the study are quotas on conversions in particular neighborhoods, new building inspection and certification procedures, more complete disclosure requirements and consumer protection codes.

Eastern Dutchess County, New York: PUD Feasibility Study

This assignment involved the preparation of a specialized development feasibility study of the 650 acres where the client mines sand and gravel. A plan was proposed showing a variety of residential uses along with open space and industry. Traffic access, a source of major concern, was analyzed to produce minimum conflict with existing flows. The plan was prepared in such a way as to permit continuation of the sand and gravel operation during early development stages, with the mining operation itself utilized to provide required rough grading for the final land uses.



Bethesda-Chevy Chase, Maryland



New York City: New Town in Staten Island

This assignment, undertaken for the New York City Housing and Development Administration, involved the planning of a new residential community for 25,000 people in the Annadale-Huguenot section of Staten Island. Four concepts were created and evaluated, resulting in a recommended program for the development. The final plan contemplates development around the area's natural assets (streams and gently sloping topography, woods and shoreline). Upon ultimate development, the community will contain a variety of housing types ranging from single family detached to high rise towers. Specific problems resolved included: a circulation system to serve regional as well as local travel needs; maintenance of the existing family oriented character (based on a survey of residents' desires); the impact of land costs on development alternatives; and the need for competitive commercial facilities. All four concepts were costed out to determine the economic impact of various densities of development. A housing market study was undertaken to determine the number of units which could be offered over the next 20 years. The firm's role also included participation in technical discussions with city and local officials and neighborhood associations.



Amsterdam, New York

New London, Connecticut: Development of Flood Protection Plans

This study involved the development of alternative flood protection devices in a situation where original proposals (made by the Corps of Engineers) might have seriously damaged the beauty of a busy harbor. The firm's work, in conjunction with associated consultants, involved calculations of probable storm surge levels and evaluation of various water and land based protective facilities with respect to their cost, environmental impact and effect on possible land use patterns. As a result of these studies a lower, more economical and more environmentally compatible flood protection system was evolved.

Maryland: Historic Preservation Plan

This plan was prepared under contract to the State of Maryland within the terms of the National Historic Preservation Act of 1966. Its aim is to provide a workable basis for efforts to preserve, protect and interpret the state's many historic structures and sites. The work had four major phases: the formulation of goals and criteria; preparation of a short range Maryland Historic Preservation Plan; a preliminary implementation plan; and preparation of a Comprehensive State Plan for Historic Preservation. It included publication of regional historic sites inventories, a Maryland Historical Atlas, and "Establishing an Historic District", a guideline for historic preservation.

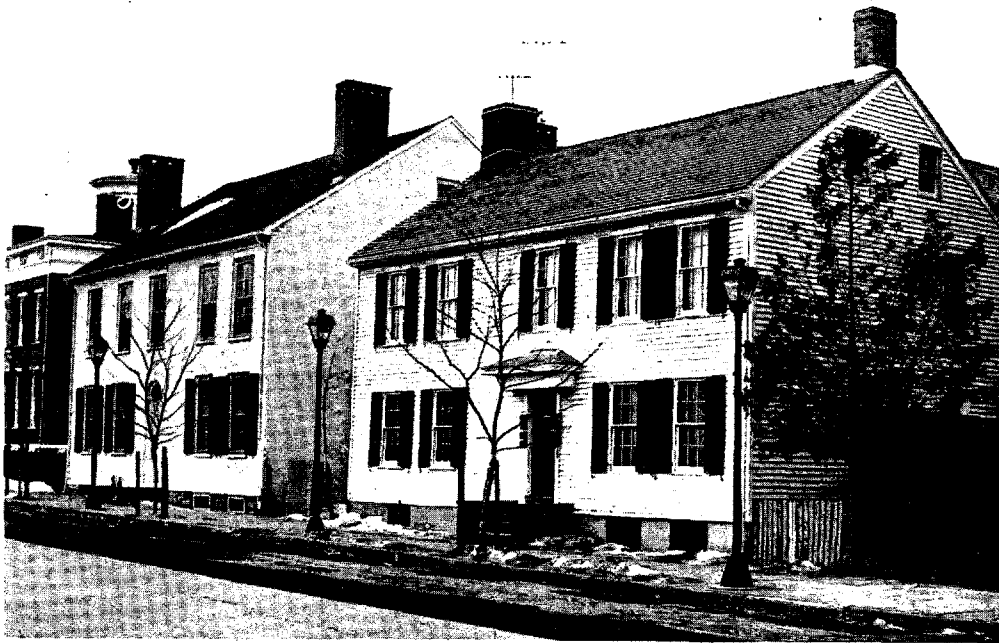
Beacon, New York: Park Plan

This assignment involved preparation of a park plan for an eight acre tract of rolling land located in a built-up area of this Hudson River city.

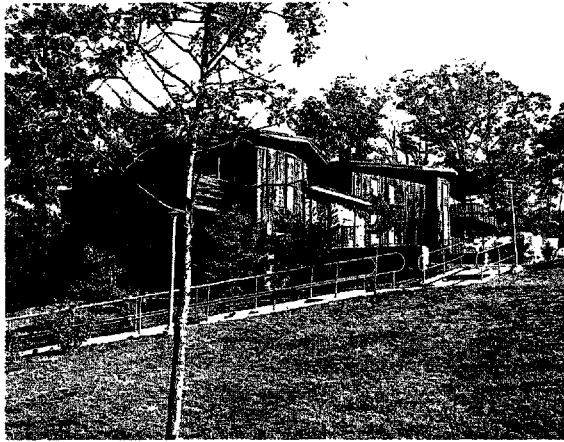
The plan called for a variety of uses in order to meet the diverse needs of surrounding residents. The heavily-utilized park includes a tot lot for pre-school children; a playground for children in the 7 to 12 year age group; an arts and crafts center; tennis and basketball courts; a natural amphitheater for dramatic productions and concerts; chess and checker tables, horseshoes and shuffleboard courts (for residents of a nearby elderly housing development); and a large open lawn area for softball and football.

Washington, D.C.: Traffic Capacity Analysis

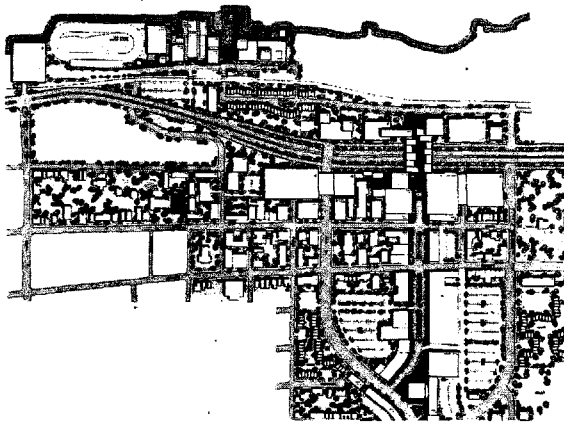
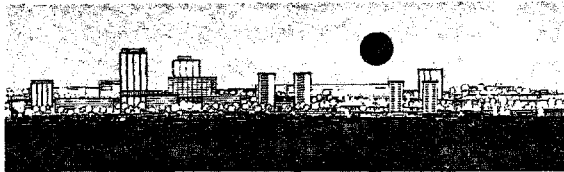
This study, conducted for the Redevelopment Land Agency, involved an analysis of the parking situation within the Southwest Urban Renewal Project. The development area's employment, residential and waterfront use areas were separately analyzed. Most significantly, the analysis included an evaluation of the street system's capacity to handle additional loadings generated by the creation of further parking spaces. As a result, a ceiling, keyed to street capacity, was established for all future additional parking within the redevelopment area.



Hudson, New York



Mt. Kisco, New York



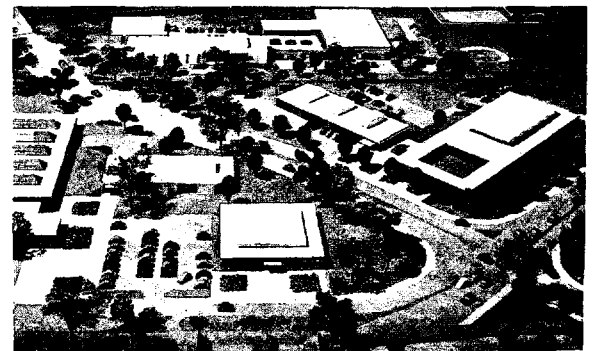
Newburgh, New York

New Rochelle, New York: Transit Shuttle Study

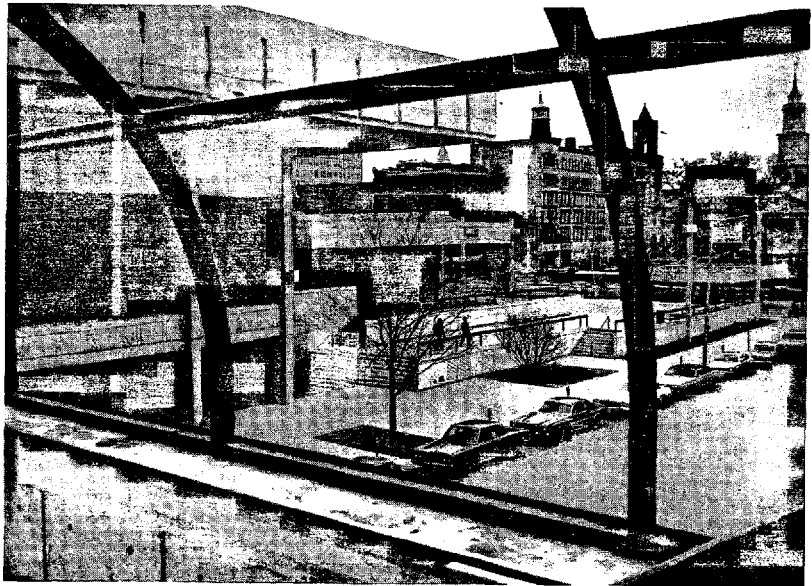
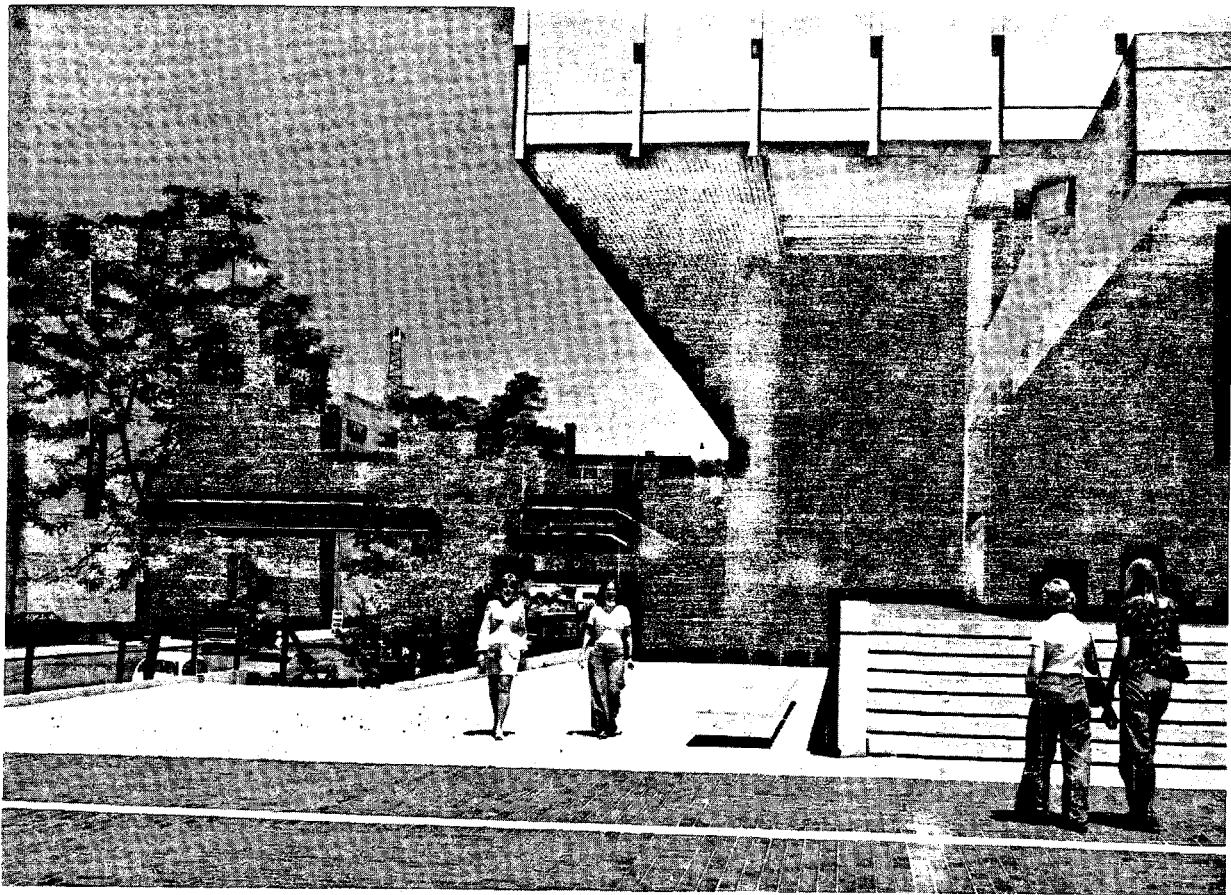
The firm was retained in 1975 to determine the feasibility of shuttle or jitney bus service in the City of New Rochelle to integrate downtown activities, particularly in the major commercial district. Several alternate services were analyzed in terms of service to the area, potential patronage and revenues, frequency, fares (including free service), operating expenses, and capital costs. The study developed an optimum loop service connecting the New Rochelle Mall, other downtown shopping areas, the railroad station, and other public places in the central business district. Included in the plan was a unique bus design intended to identify it with the development of the downtown area. The study also included recommended routes and schedules, number of buses required, an assessment of administrative and operational options, and estimates of the amounts and sources of funding needed to initiate and maintain the service.

Brookhaven, New York: Master Plan

A master plan was developed for this town, a major portion of Long Island and one of the most rapidly-growing sectors of New York State, embracing 300 square miles and parts of more than 20 school districts. The central question was how much growth should and could be accommodated in a town with a limited supply of potable ground water and a severely strained school tax structure. The plan was developed in stages, and many major recommendations were implemented while the final document was still in draft form. Our economics division projected commercial and industrial growth in five year intervals for the Town's use in reserving adequate acreage for such ratables. This special study analyzed development pressures pushing eastward from New York City and Nassau County and assessed Brookhaven's competitive position, weighing such factors as transportation facilities and costs, fuel supplies, railroad freight costs and labor supply.



Kingston, New York



Springfield, Massachusetts

Middletown, New York



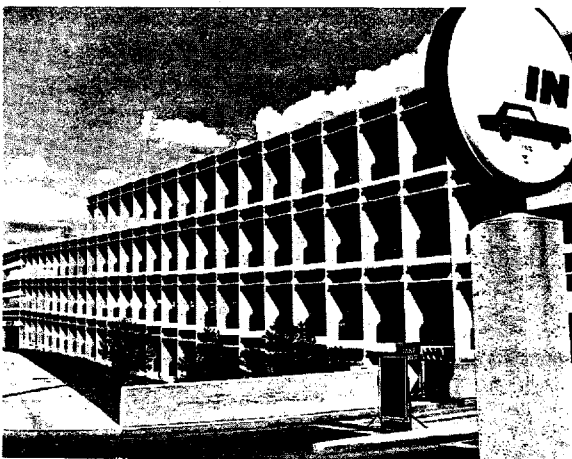
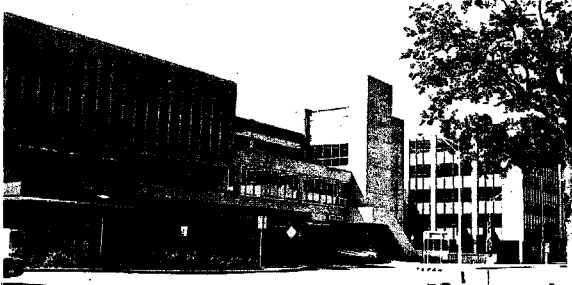
Norwalk, Connecticut

Riverdale, New York: Transportation Study

A comprehensive study of the public and private transportation facilities serving Community Planning District Number 14, Bronx, was undertaken for the City of New York, acting through the Bronx Borough Improvement Board. The study was made to provide the background information and direction basic to a continuing planning process for transportation service and facilities. The study included an inventory and analysis of existing transportation services and facilities, and development of a program of recommended improvements covering subway, railroad, express bus, and city bus services and street and highway facilities (Henry Hudson Parkway and service roads, local streets, and parking facilities). As a part of the study, an up-to-date street map was prepared, showing the location, classification, and ownership or jurisdiction of all existing and mapped streets.

Hyde Park, New York: Shopping Center Design

This assignment, for a private developer, involved the preparation of a site plan and special landscaping designs for a 150,000 square foot shopping center. Other features of the work involved solutions for off-site traffic problems and assistance in presentation of requests for zoning changes to the local planning board and governing body.



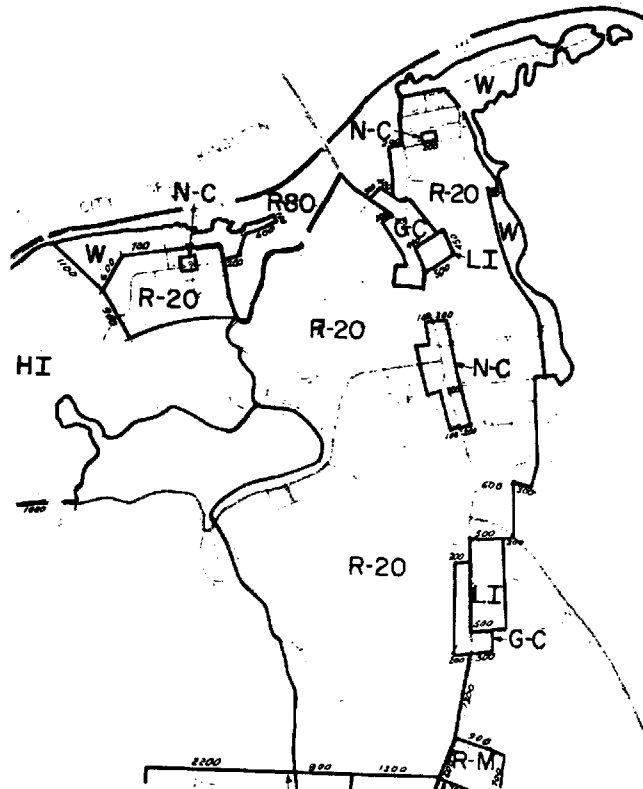
New Rochelle, New York

Suffolk County, New York: Feasibility Studies for PUD's and Residential Developments

Feasibility studies and preliminary plans were prepared for the Suffolk Community Development Corporation covering a wide variety of sites ranging from a one acre in-town location for elderly housing to a planned residential community with related shopping, schools and industrial facilities on over 300 acres of surplus public land. All of these studies have been coordinated with local groups, both public and private, who are interested in expanding the County's housing supply. Each study has considered not only the development feasibility of the site, but also the best residential mix to meet the housing need without burdening the local tax structure.

Orange County, New York: Industrial Park Design

This assignment, for a private developer, involved the design of a 130 acre industrial park adjacent to an interstate highway. The firm's work included, in addition to development of a plot plan and street system, a cost-benefit study and assistance in presentation of zoning and traffic proposals to the local governing body.



Esopus, New York

Mid Hudson Area, New York: Residential Feasibility Studies

These planning studies for the New York State Urban Development Corporation and Mid-Hudson Pattern for Progress, a regional planning and development group, involved evaluation and selection of sites throughout the Hudson River valley for development of town houses and apartments. Typically the studies required analysis of the site and environs, examination of topography and subsoil; analysis of required utilities and exploration of off-site and on-site development costs. As a result of our studies certain sites originally considered for development were found to be infeasible and were dropped. On other sites (in Beacon, Kingston, Middletown, South Fallsburg, and Livingston Manor, New York), developers, with UDC assistance, have constructed more than 500 units of housing.



Tocks Island, Pennsylvania

Hunter, New York: Recreational Area Study

This study for a private client involved evaluation of alternative development possibilities for a tract within the Catskill Mountains. Study of the area's topography and access patterns plus an analysis of nearby available winter and summer resort attractions led to a recommendation that the property be developed with an inn, restaurant, town houses and condominium apartments.

Long Beach, New York: Housing Feasibility Study

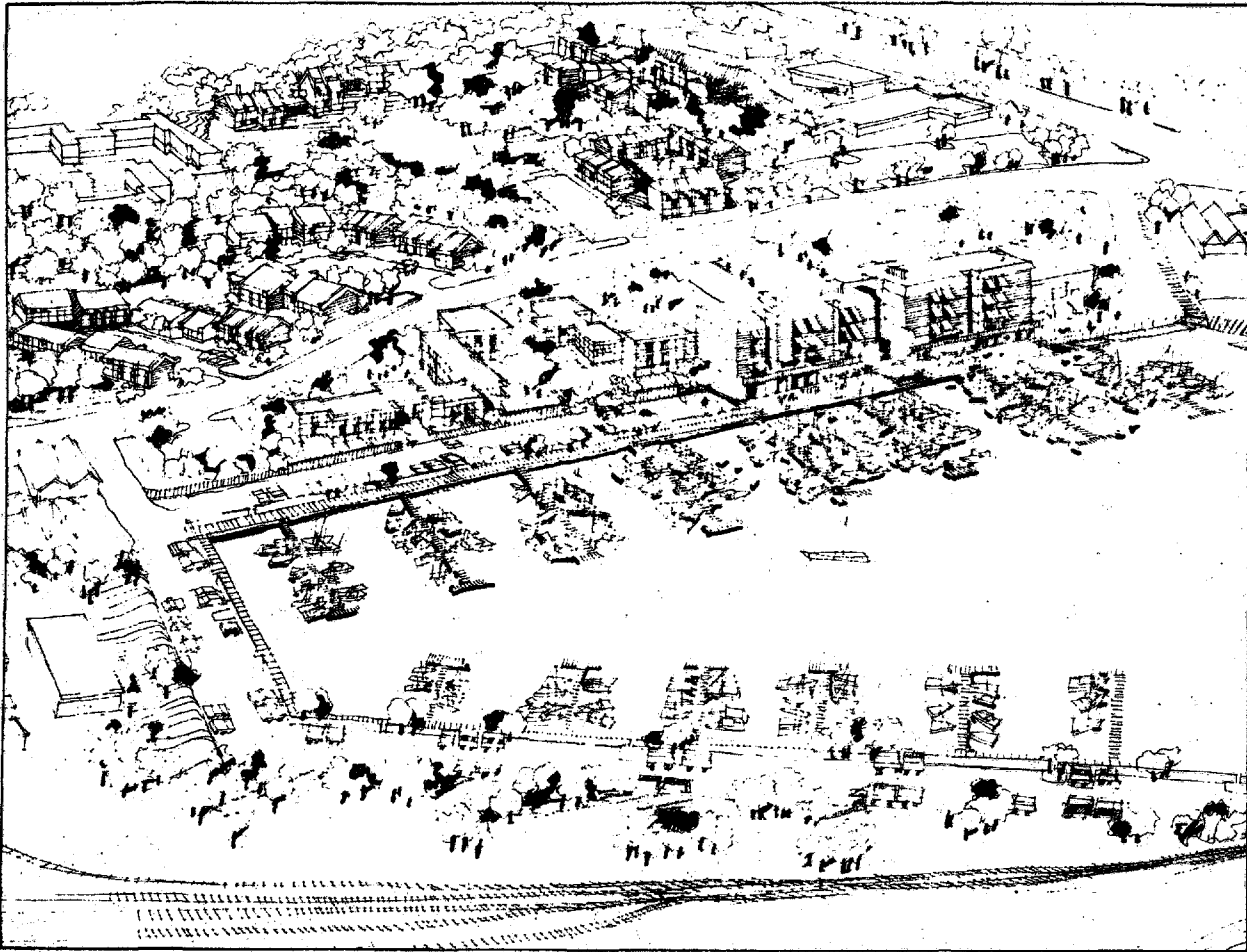
This study was undertaken for a local bank in order to evaluate the feasibility of proposing changes in the city's urban renewal program. A plan was prepared for housing development sponsorship by the bank. The assignment included technical analyses and meetings with the Board of Education and with local renewal and elected officials, as well as preparation of alternative plans for evaluation and testing purposes.

New Castle County, Delaware: High-Rise Zoning Analysis

This study for a private developer analyzed the height, coverage, parking and F.A.R. requirements in the county's zoning ordinance. The study evaluated the effect of alternative height and apartment sizes on site coverage and recreation development opportunities. Alternative methods of handling the required parking were examined, and sketches were prepared to illustrate various design alternatives.

Hyde Park, New York: Feasibility Study for a New Town

This planning and market study of a 900 acre site was undertaken for Mid-Hudson Pattern for Progress, a regional planning and development agency acting as a partner of the New York State Urban Development Corporation. Initial fears about the poor subsoil conditions led to development of a test plan and test utility layouts. These were superimposed on an analytical map of subsoil conditions specifically prepared for the job with the assistance of soils specialists. Careful costing out of off-site and on-site development costs led to the conclusion that, due to the nature of the subsoil and consequent high development costs, coupled with political and market considerations which placed severe limitations on housing densities, development of the site as a new town was not economically feasible. On the basis of this recommendation the client dropped further study of the site.



New London, Connecticut



ILLUSTRATIVE SITE PLAN
TOWN CENTER
WESTPORT CONN.

Westport, Connecticut

U.S. Department of Housing and Urban Development: The Role of Local Government in New Community Development.

Research concerning new communities in the United States; the nature and role of local government, as it relates to new community development processes; types of legislation and governmental or quasi-governmental entities that have been utilized to overcome various problems; and case studies of selected federally-aided (Title VII) new communities, including recommendations for continuing the development and restructuring the development entities based on new policy directions. Extensive library research was involved, as well as field research in eight of the Title VII new communities and selected private new communities as well.



Peekskill, New York

Amherst, New York: PUD

This assignment for a private client involved preparation of alternative cluster housing development concepts for the area of a major new campus built by the State University of New York. Plans for the 300-acre site included over 1,000 units in Mid-rise and garden apartment structures, a shopping center, a school and an open space and park system.

Elmira, New York: Flood Recovery through Renewal

The firm's work here dates from shortly after June 23, 1972, when floods caused by Hurricane Agnes devastated more than 2,000 acres of this Chemung River city. In three months the city, aided by the firm, developed a recovery plan and prepared an application for some \$60 million in Federal and state urban renewal disaster relief funds. Within one year from the flood date, work had begun on new housing on scattered sites. Substantial public improvements and private investments have continued to spur recovery in accord with the plan. A special study by Development Economics Group of the city's retail position and potential served as the basis for commitment of funds to downtown reconstruction, and dormant plans for State highway improvements were revived with the help of a special transportation study.

St. Mary's City, Maryland: Historic Area Preservation

The initial project was a plan to guide the development of the site of Maryland's first capital and its environs as a State Historic Park. The plan was based on the coordinated input of historians, architectural historians and archaeologists and was used to establish a program of continuous funding for the project. The initial effort has been recently reexamined and revised to reflect recent research findings — architectural, historical and archaeological — and to reflect changes in program direction and priorities.

Poughkeepsie, New York: Plan for Union Street Historic District

Historic Design Associates, an affiliate of Raymond, Parish & Pine, Inc., devised this plan to conserve the character of the Union Street Historic District, where many "carpenter gothic" structures survive from the heyday of this Hudson River city. The study proposes facade easements as a means of implementation and includes detailed evaluations of the work needed to realize fully the architectural quality of each building. A second phase has been the preparation of detailed plans and supervision of work. To date many buildings have been refurbished under the program.

New York, New York: New-Town-in-Town Feasibility Study

This analysis, undertaken for a private consortium of leading financial and business institutions, explored the feasibility of a major new development in a large underutilized area of the city. Planning proposals were developed and tested for six alternatives, ranging from industrial and office to a broad mix of uses (involving 15,000 housing units, 2,000,000 square feet of industry and 750,000 square feet of office with supporting commercial and community facilities). An analysis was prepared of the zoning and financing as well as the feasibility of "stacked" multi-use development and alternative means of reducing acquisition costs. Various means were examined for the subsidy of apartment and industrial rentals. The analysis also addressed itself to the relationship of new development to surrounding neighborhoods and to required improvements in access and transportation.

Troy, New York: Parking Garage Feasibility Study

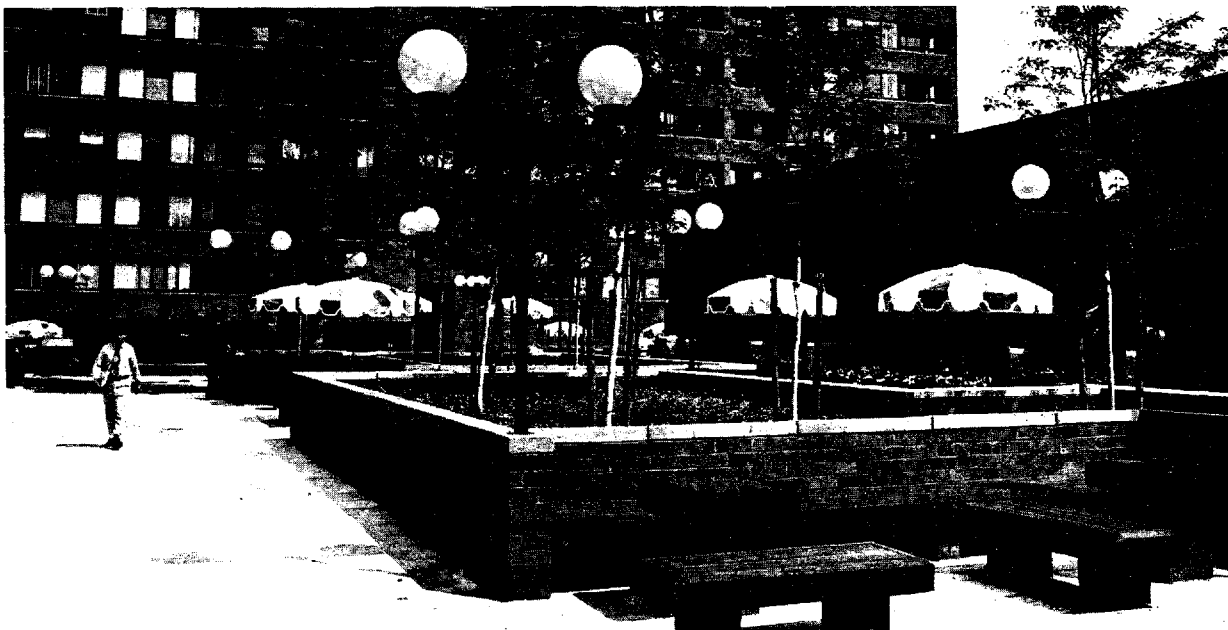
This study, for a major developer, analyzed the feasibility of a 2,400 car parking garage program in the downtown area of this Hudson Valley city. Based on observations of local parking characteristics and the application of specialized parking factors, anticipated demand, use, costs and revenues were projected and an overall program developed.

Hoboken, New Jersey: Hoboken Transportation Center

For the Tri-State Regional Planning Commission and the City of Hoboken the firm prepared a plan for the declining area of the abandoned Erie-Lackawanna RR-Ferry Terminal, where the railroad, PATH and intercity buses deliver more than 32,000 commuters daily. Traffic, travel and business patterns and trends were studied in an effort to preserve the old terminal, improve commuter movement and give the area new economic vitality. The final recommendation, to be staged over a number of years, was a \$43 million plan that would transform the old landmark into a pedestrian precinct for shopping and entertainment; that would relocate subway, taxi and bus terminals to more convenient, interrelated terminals and would redevelop the area with parking areas, offices and a functional street pattern.

Lysander, New York: Site Analysis for a New Town

This in-depth analysis of a 2,300 acre tract was prepared for the New York State Urban Development Corporation. The UDC is building on this site a new community which will include residential uses as well as retail service facilities, community facilities, necessary public and recreational uses, and a major industrial park. Factors studied included the nature of existing development, the site's topography, soil classifications, impediments to economical development and the regional economic and social context within which the new town would be developed.



Peekskill, New York

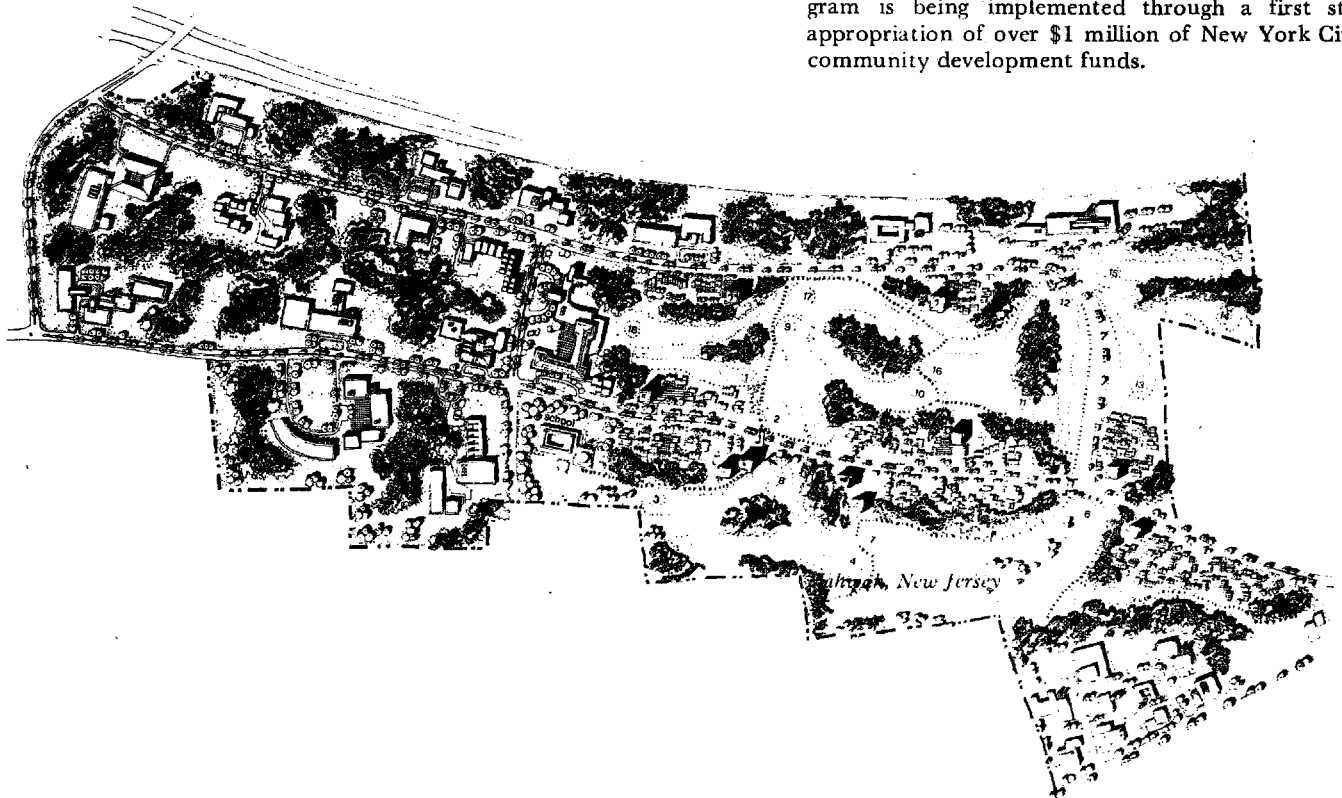


Washington, D.C.: Master Plan for the Washington Navy Yard*

The Washington Navy Yard is one of the earliest naval bases in the United States and contains many nineteenth century structures which figure importantly in naval history. All buildings were evaluated as to their significance to the Navy and to Washington, D.C. The Historic Area became the central feature of a development plan to house ten thousand Navy employees. Emphasis was placed on the adaptive use of the historic structures and the integration of the entire historic area into the overall plan. This project was funded by the Department of the Navy.

Far Rockaway, New York: Retail Area Improvement Plan

A study for the City of New York of the declining commercial center of this still-sound Queens neighborhood included an economic analysis by the firm. The analysis included detailed projections of sales by merchandise line and an estimation of the share of regional sales that could result from improved facilities and a substantial program of revitalization. The report on the 60,000-population trading area concluded that although it could not support a major department store, much could be done (in terms of retail concentration, better merchandising techniques, parking improvement, etc.) to attract and hold patronage from Far Rockaway residents. The program is being implemented through a first stage appropriation of over \$1 million of New York City's community development funds.



Newport, Rhode Island: Development Plan for a Naval Base

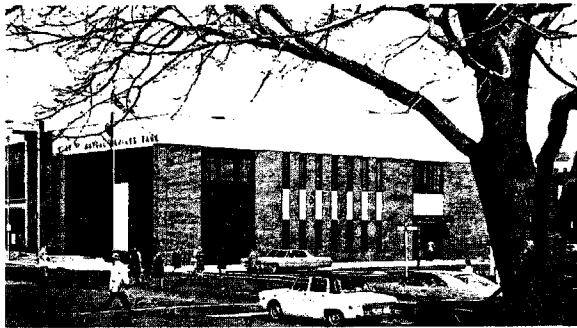
This assignment, carried out for the United States Navy, involved preparation of land use, building and traffic plans for the 2,700 acre, 27,000-person naval base at Newport, Rhode Island. Our responsibilities included an analysis of present land use, future building needs, traffic and operating relationships; a study of the housing to be provided on and off-base; an analysis of the base's utility systems; and an urban design analysis of existing development.

Proposals included a master development plan and staging program and detailed plans for key sites, traffic systems and off-street parking as well as a development program and design plan for the Naval War College. Projected costs for land acquisition, streets, utilities and building construction were \$225,000,000.

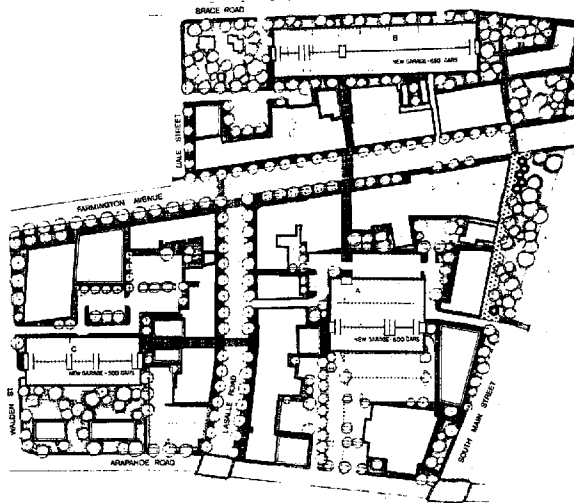
The study also focussed attention on historic structures and sites within the Base with a view to developing a program for historic preservation. The Navy has adopted the plan and is undertaking construction in accordance with it.

Town of Southeast, New York: Cluster Development

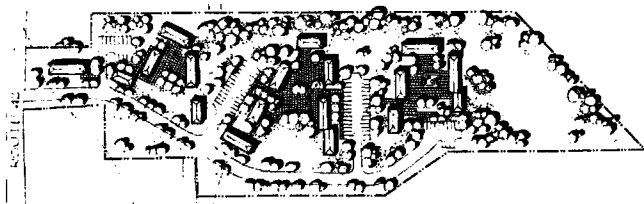
Our assignment, in this 300 acre residential development for a private client, called for the modification of a conventional subdivision of 265 one-acre lots into a cluster plan with the same number of 1/2 acre lots. The resultant cluster plan provided 150 acres of parkland, with all but 5% of the lots having direct access to the open space. Length of roads was reduced by 12,000 feet, saving the town \$6,000 per year in road maintenance and offering a 50% savings on maintenance of storm drains and water lines.



New Britain, Connecticut



West Hartford, Connecticut



South Fallsburg, New York



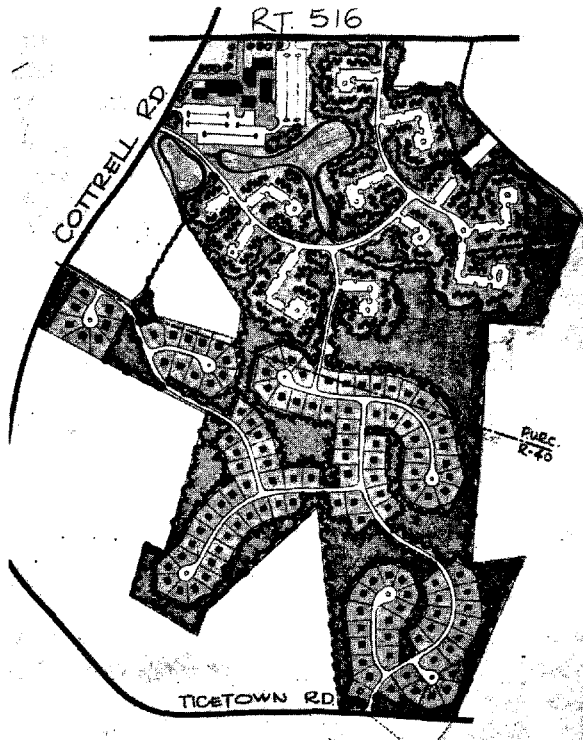
Amsterdam, New York

Albany, New York: Study of Commercial Development Potential

Under contract to the New York State Urban Development Corporation, this study comprised an investigation of the opportunities for private-public redevelopment of the renowned Ten Eyck Hotel in downtown Albany, which has been closed for a number of years. Potential development for a four block area surrounding the Ten Eyck site was identified and subsequently examined. The study resulted in a market finding that potential for a planned commercial development existed, including a major hotel, offices and residential units.

Jacksonville, Florida: Commercial Development Potential Study*

This assignment, conducted for a private client, assessed the downtown Jacksonville business center for commercial development opportunities. Of particular interest was a finding that a promising market capture existed for office towers if construction could be initiated expeditiously. The opportunity to develop a latent market for a convention oriented hotel was also investigated. General findings were subsequently applied to specific sites in the downtown area, and special implementation studies are currently underway.



Madison, New Jersey

Lisbon, Portugal

Under subcontract to the Portuguese government the firm has done preliminary physical and economic planning for a new town to be located next to the new Lisbon airport. The airport — which is in the final stages of pre-development planning — is expected to produce a growing demand for housing, industry and commercial facilities. Our particular concerns have been with appropriate staging of new town increments, the impact of noise levels upon non-airport associated development, and changing levels of taste and demand on the part of the new town residents as these are likely to occur over the next twenty-five years.

Elmira, New York: Truck Routing Study

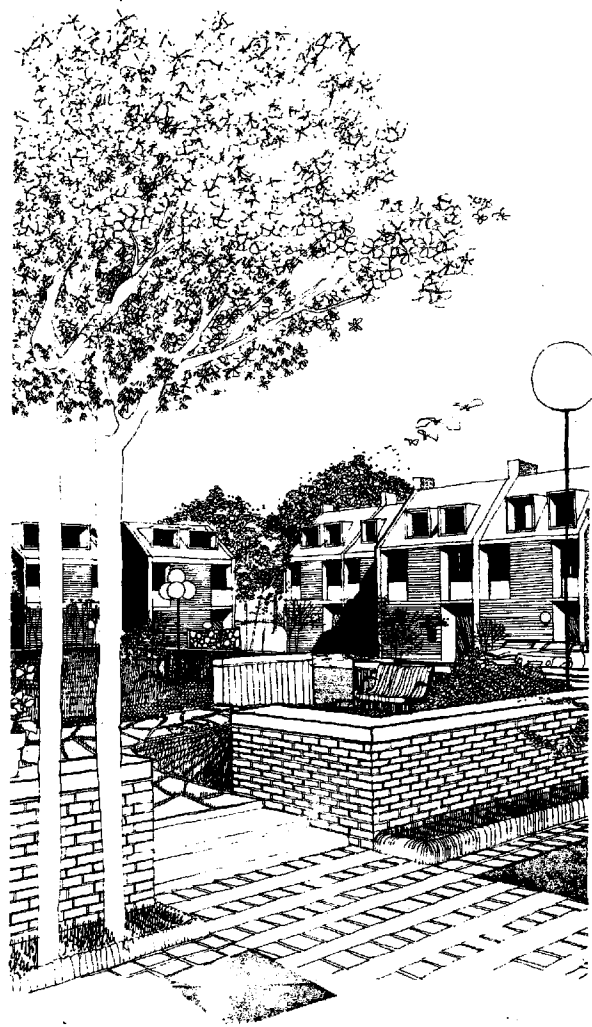
This study by our Transportation Planning Group for the New York State Department of Transportation was the first of its kind in the state. Focusing on delivery truck movements to, from and through the river-bound city, the firm's specialists revealed that goods flow was being seriously hampered by inadequate and poorly located terminals and by deficiencies in access routes. Standards for a new outlying terminal were set forth, and possible sites were evaluated. A timetable was developed for coordinating street and sign improvements with construction of a new interstate highway.

Baltimore, Maryland: Feasibility Study for a Retirement Center

At the request of a committee from the Baltimore Society of Friends, the firm examined the feasibility of a retirement and nursing center proposed for a site near Baltimore. Area demographic projections and a canvass of selected organizations were used to establish volume and type of demand. A financial analysis included testing various development alternatives and amenities, including the possible use of subsidies for site acquisition and construction. The Committee has approved a concept of lifetime care and a proposed schedule of changes and intends to begin detailed site planning upon ratification by the entire meeting.

State of Connecticut: Program for an Historic Preservation Plan

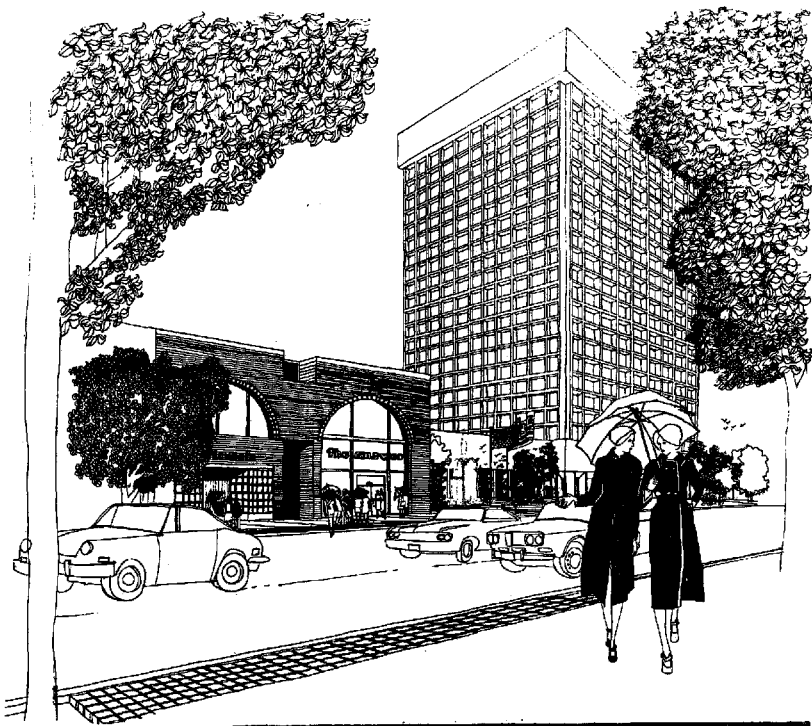
This assignment resulted in a program design for a long range Historic Preservation Plan for the Connecticut Historical Commission. The firm also assisted the Commission in its initial submission to the Department of the Interior in accordance with the National Act for Historic Preservation of 1966. The most significant objective was the development of firm guidelines for a subsequent plan to guide historic preservation efforts in Connecticut.



Beacon, New York



Historic Maryland



Wolcott, Connecticut: Subdivision Plan

This assignment, for a private client, required replanning a preliminary subdivision layout of 323 lots containing many steep road grades of 15% to 25%. The resultant plan, which had to take account of high tension power lines crossing the site, resulted in a layout for 365 lots with road grades meeting local standards.

Westchester County, New York: PUD

This assignment involved preparation of a PUD design for a consortium of owners in a 400 acre area. Due to the roughness of the terrain a study model was prepared which was utilized in developing a plan for apartments, a convention center, golf course and other open space. Alternative traffic proposals were prepared and evaluated in order to provide optimum access to adjacent major transportation facilities.

Private Zoning Studies, Requests for Zoning Changes and Condemnation Cases

For a variety of private clients, the firm's principals have been retained in numerous zoning and condemnation cases in, among other instances, New York City, New Rochelle, the Town of Bedford, Yonkers, East Hills and East Hampton, New York; Englewood, Madison Township, Blooming Grove and Parsippany Troy Hills, New Jersey; Stamford, Darien, Westport, Fairfield and Hamden, Connecticut; Montgomery County, Maryland, and Washington, D.C.

We have also been retained by private builders to assist in developing material for, and participating in, presentations before local governing bodies in support of requests for zoning amendments or special permits.



Waterbury, Connecticut



Old Saybrook, Connecticut: Selection of a Beach Site

This study, performed for the Old Saybrook Beach Study Committee, was designed to determine the town's beach facility requirements for a 30 year period and to recommend a specific site that would satisfy these requirements. Four potential sites were examined in detail. The physical characteristics of each site were analyzed, including an underwater survey to determine the bottom slope and conditions seaward of the site, an environmental analysis of the oceanographic, meteorological and other physical forces affecting each site, and an investigation of water quality and potential pollution hazards. Each site was evaluated based on a set of planning, environmental and economic criteria. Development costs and benefits were then established prior to a final recommendation.



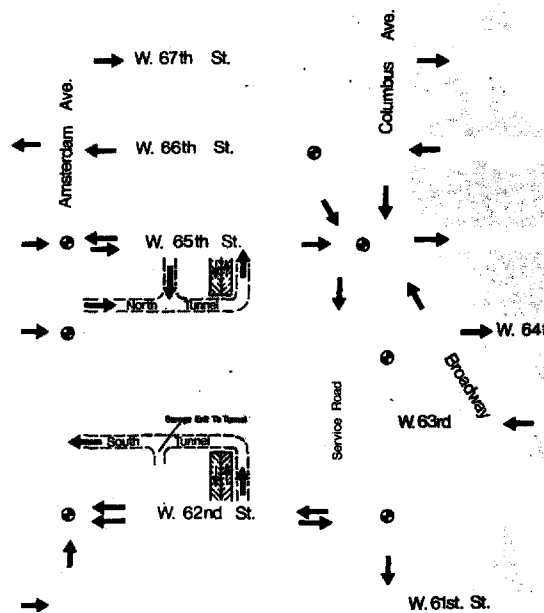
Oyster Bay, New York

State of Virginia: Housing Market Analysis

Undertaken for the Virginia Housing Development Authority, this assignment entailed dividing the state into discrete housing market areas, primarily on the basis of commuting data derived from the 1970 Census. A demographic and housing characteristic profile was then developed for each market area and for its component jurisdictions. The Authority is currently using these data as an initial screening device and to assist in setting priorities among the numerous requests it receives for loan assistance.

Rockland County, New York: Transportation Study

The firm was retained in 1975 to develop a county-wide transit development program for Rockland County, under an agreement funded by the Urban Mass Transportation Administration and administered by Tri-State Regional Planning Commission. The purpose of the study was to develop programs for immediate action and for short public transit services. The program included an evaluation of existing services and facilities; recommendations for improvements, including coordination of the various public and private operations; and estimates of capital and operating assistance funds which would be required to provide the recommended services. Also included was a detailed five-year program — including economic, legal, administrative and operational requirements — for maintaining and improving transit services within the County.



Lincoln Center, New York, N.Y.

*Indicates studies conducted by Robert L. Plavnick prior to joining the firm.

Staff



George M. Raymond, A.I.C.P., A.I.A.
President

George M. Raymond, a private consultant since 1947, founded the firm in 1954.

Mr. Raymond received a bachelor of architecture degree from Columbia University in 1946 and was awarded the Sherman Prize and the American Institute of Architects' medal. He did graduate work at Columbia University and attended the New School for Social Research.

From 1949 to 1954 Mr. Raymond was a consultant with Harrison, Ballard & Allen, becoming the firm's planning director in 1953. In 1950 and 1951 and again from 1957 to 1960 he served as a consultant to New York City on its Comprehensive Rezoning Studies. Mr. Raymond is a nationally recognized expert on zoning matters, and has served a large number of private and public clients over the last twenty-five years.

Mr. Raymond has participated in and supervised hundreds of the firm's planning projects, including comprehensive community plans, urban renewal and community development projects, land use analyses, zoning ordinances, research projects, policy analyses, housing studies, etc. Among many other assignments he served as principal in charge of the firm's three-year contract with the City of New York for the preparation of a city-wide Community Renewal Program; of a major research project for the U.S. Department of Housing and Urban Development on the role of local government in new community development; of a community-wide analysis of industrial and commercial development potentials; and of a study for the New York State Department of Environmental Conservation of measures that would contribute to the preservation and protection of scenic, recreational and ecologically significant features of the Hudson River Valley.

An educator as well as a planner, Mr. Raymond served as professor of Planning and chairman of the Department of City and Regional Planning in the School of Architecture at Pratt Institute from 1958 until 1975. In 1963 he founded the Pratt Center for Community Improvement (now known as the Pratt Center for Community and Environmental Development) and served as its director for seven years. Prior to assuming his position at Pratt Institute Mr. Raymond served as instructor in zoning at Columbia University. He has also lectured at the New School for Social Research, the University of Washington,

University of Connecticut, Briarcliff College, Connecticut College, and before the Practising Law Institute and the Association of the Bar of the City of New York. In 1960 he served on the Advisory Committee of Higher Education to the U.S. Department of Housing and Urban Development.

Mr. Raymond has written for *Encyclopedia Americana*, *Commentary*, the *Journal of the American Institute of Planners*, *Practicing Planner*, *Traffic Quarterly*, *American City*, and other journals. He was co-editor of the *Pratt Guide to Housing, Planning, and Urban Renewal*. He founded *Pratt Planning Papers* in 1963 and continued as editor until 1973.

A past president of the American Society of Consulting Planners and of the Association of Collegiate Schools of Planning, Mr. Raymond is a vice president of the Citizens' Housing and Planning Council of New York, first vice president of Federated Conservationists of Westchester County, Inc., and vice president of the Council for the Arts in Westchester. He serves on the boards of directors of Phipps Houses, the non-profit Community Housing Management Corporation, Westchester Residential Opportunities, of which he is a past president, and the Wave Hill Environmental Education Center. He has also been president of the Metropolitan Committee for Planning (1949-50); president of the Westchester Citizens Housing Council, Inc. (1964-66); vice president of the New York Chapter of the American Institute of Planners (1950-51); a director of the Settlement Housing Fund (1969-70); and a director of the National Committee Against Discrimination in Housing. Mr. Raymond is a member of the Citizens' Advisory Committee to the New York City Housing Development Administration. He is also a member of the Committee for Development and Redevelopment and of the International Committee of the National Association of Housing and Redevelopment Officials and a director and chairman of the Legislative Committee of the American Society of Consulting Planners. He served for two years as chairman of the Community Development Task Force of the American Institute of Planners.

Mr. Raymond, whose biography is listed in *Who's Who in America* and in *Outstanding American Educators*, is also a member of the American Planning Association and the Municipal Art Society of New York. He is a Licensed Professional Planner in the State of New Jersey.

Nathaniel J. Parish, A.I.C.P., P.E.
Executive Vice President

Mr. Parish is a licensed professional engineer in the State of New York. At the College of the City of New York, where he earned his bachelor's degree in civil engineering, he was president of the ASCE Chapter. His graduate study in urban planning and housing was at the Columbia University School of Architecture.

From 1953 to 1955 Mr. Parish served with the United States Air Force as Plans and Projects Engineering Officer at Manzano Base, Albuquerque, New Mexico. In 1955 and 1956 Mr. Parish was on the staff of the New York City Planning Commission, where his responsibilities included zoning, land use, and development planning studies as well as reviews of proposed housing projects. His subsequent work with a consulting planning firm included planning and development studies in New Jersey, New York and Pennsylvania. Mr. Parish has also held civil engineering positions with the U.S. Bureau of Reclamation, the New York District of the U.S. Army Corps of Engineers, Harold G. Abbey Associates, Architect-Engineers; Ebasco Services; and American Gas & Electric Corporation.

Mr. Parish has worked principally with numerous private, public and semi-public developers and land planning agencies. He has directed and participated in many of the firm's major planning, housing and development studies, including those in New York City; Camden, New Jersey; Cleveland, Ohio; Providence, Rhode Island; Kingston, New York; White Plains, New York; New Britain, Connecticut; New Castle County, Delaware; the Mid-Hudson Regional Development Program and numerous development studies for the New York State Urban Development Corporation.

Mr. Parish has served as adjunct lecturer in the Department of City and Regional Planning at Pratt Institute and has also lectured in the University of Connecticut Extension Program. He serves, at the request of the New York City Civil Service Commission, as an expert examiner for housing and development personnel.

Mr. Parish has written articles for leading professional journals and delivered lectures throughout the country to professional organizations and civic groups on community development and national housing and planning policy. He is a member of the board of directors and executive committee of the National Housing Conference and has served on various chapter committees of the American Institute of Planners. He serves on the national development and redevelopment committee of the National Association of Renewal and Housing Officials. A member of the National Society of Professional Engineers and the American Society of Civil Engineers, he has chaired, for the latter, the metropolitan section urban planning and development committee. He belongs to the American Planning Association and has actively contributed to work on state legislative issues with the Connecticut Urban Renewal Association.

Mr. Parish has served for the past four years as chairman of the Legislative Committee of the New York State Association of Renewal and Housing Officials. In this capacity he has written and testified on many community development and housing issues before federal and state agencies and committees. In 1975 the Westchester Chapter of the New York State Professional Engineering Society named Mr. Parish "Engineer of the Year," honoring his contributions to the planning and engineering professions on both local and national levels.

During the summer of 1976, Mr. Parish served as a member of the Jimmy Carter Task Force on Housing and Community Development.

Samuel W. Pine, A.I.C.P.
Senior Vice President

Samuel W. Pine has been with the firm since 1961 and has been chief of operations since January 1971. He has directed many of the firm's major planning, zoning and economic studies.

After studying at the University of North Dakota, Mr. Pine attended Kansas State University receiving his bachelor's degree in architecture in 1952. He was a planner with the City Planning Board of Springfield, Ohio in 1952-53, Planning Administrator for the Town of Darien, Connecticut, 1953-55, and in 1955 was appointed Director of Planning for the City of Norwalk, Connecticut, a position he held until joining the firm. In 1960, he was a consultant to the Parking Authority of Shelton, Connecticut.

Mr. Pine headed two subdivisions of the Governor's Task Force on Housing, appointed in 1971 to recommend practical, realistic, and desirable methods of solving Connecticut's housing problems. He was chairman of the Southwestern Connecticut Task Force, encompassing Stamford, Greenwich, Darien, New Canaan, Weston, Wilton, Westport and Norwalk; and chairman of the Central Task Force's Production-Allocation Committee. In 1958, and again in 1967, Mr. Pine was appointed to the Connecticut Board of Review, entrusted with responsibility for review of credentials of state planners. For the past fifteen years Mr. Pine has provided consultation services to ten Connecticut law firms on planning and zoning matters and in this capacity has often served as an expert witness.

Active in numerous professional organizations, Mr. Pine served in 1963 as president of the Connecticut section of the New England chapter of the American Institute of Planners. He was president of the Connecticut Conference of Consulting Planners from 1967 to 1970 and has been a member of the Public Administration Advisory Council of the University of New Haven since 1969 and a member of the American Management Association since 1971. Mr. Pine was elected president of the Connecticut chapter of AIP for 1971-72 and re-elected the following year.

Mr. Pine has given courses on planning, zoning and redevelopment at the University of New Haven Graduate School and the University of Connecticut's Institute of Public Service. He has been a guest lecturer at Pratt Institute and Wesleyan University.

Michael Weiner, A.I.C.P.
Senior Vice President

Michael Weiner has been with the firm since 1960. He has participated in and supervised some of the firm's major projects involving private and public development work, community development, master planning, urban design, renewal, transportation and traffic planning, housing, and economic and financial analyses. His diversified experience has included new towns, PUD's, large-scale residential developments, zoning studies, a state capitol complex, industrial parks, shopping centers, environmental studies, office, laboratory and industrial location studies, cost-benefit analyses, park and plaza designs, specialized downtown development projects, shopping malls, commercial revitalization studies, parking garages, offices, and hotels.

Mr. Weiner has supervised work throughout the eastern United States, including major projects in New York, New Jersey, Connecticut, Massachusetts, Rhode Island, Pennsylvania, Maryland, Delaware, Ohio and Florida. He has supervised and coordinated design, demographic, and financial studies for a 15,000-acre new town in Lisbon, Portugal, as well as numerous land development projects for major American corporations, builders and land developers. Much of his work has involved a blending of design and development economics in order to create attractive and sound projects from the point of view of both the community and developer.

Mr. Weiner earned his undergraduate degree from Oberlin College in 1958. He spent the academic year 1956-1957 studying economics at the University of Exeter in England. In 1960 he received an M.S. in city planning from Pratt Institute, where he subsequently returned as a lecturer and critic in urban design in the Department of City and Regional Planning (1963-1968). He has been a guest lecturer in development planning at Hunter College, Rutgers, and the New School for Social Research and has been a panel participant at professional planning seminars. He has contributed articles on development matters to professional planning periodicals and has spoken before many civic and planning organizations.

Before joining the firm, Mr. Weiner worked on master planning and traffic and design studies for two New York City planning consulting firms. He is a member of the American Institute of Certified Planners and the American Planning Association.

Edward J. Rybczyk
Senior Vice President

Edward J. Rybczyk joined the firm in 1965. In 1978 he assumed the responsibility of coordinating all of the firm's community development projects.

After earning a bachelor's degree in civil engineering from Rensselaer Polytechnic Institute in 1958, he served as planning director for the Town Planning Commission in Manchester, Connecticut where his responsibilities included overall administration of the department, land use, zoning, and community development planning studies as well as reviews of residential and commercial projects.

From 1962 to 1969 Mr. Rybczyk was Executive Director of the Redevelopment Agency in Manchester, Connecticut. He supervised the town's urban renewal program, conducted negotiations for acquisition of property, and with developers coordinated design and construction of project improvements with various State and local departments and private utility companies, and developed budgetary and scheduling systems.

With the firm Mr. Rybczyk has participated in and supervised a wide variety of community development projects in Connecticut, New York and Massachusetts including the preparation of urban renewal programs, neighborhood development programs, street and traffic improvement programs, flood control projects, neighborhood facilities projects, historic preservation projects, development of management information and financing systems, and coordination of planning and engineering activities.

Mr. Rybczyk is a member of the National Association of Housing and Redevelopment Officials, Connecticut Community Development Association and the New York State Association of Housing and Renewal Officials.

Bernard J. Buller, P.E., A.I.C.P.
Senior Vice President

Bernard J. Buller has been with the firm since 1959. He has taken part in and supervised a wide variety of planning and community development projects, including master planning and zoning, renewal planning, land development studies, traffic planning, naval base planning, transportation center development, traffic impact analysis, and studies of vehicular and pedestrian circulation requirements for major facilities such as convention centers and mass transit terminals. He has also provided engineering services in connection with many of the firm's other projects.

Mr. Buller earned a bachelor's degree in civil engineering from the City College of New York School of Technology in 1953. His graduate work in city planning was done at Columbia University and Pratt Institute. His military service was with the U.S. Army Signal Corps from 1954 to 1956. During 1953 and 1954, Mr. Buller served as a civil engineer on the civilian staff of the U.S. Army Corps of Engineers, and in 1956 and 1957 he was employed in a similar role by the Anaconda Copper Corporation. Before joining the firm Mr. Buller served on the staff of the New York City Department of Planning.

He has served as a guest lecturer at Pratt Institute (Planning Theory and Practice and Traffic Planning). He is a member of the American Institute of Certified Planners, the American Planning Association and is a licensed Professional Engineer in New York State.

Mr. Buller recently completed a study to consolidate transportation services in Hoboken, New Jersey and assess the economic engineering feasibility of a new transportation center — a study undertaken for the Tri-State Regional Planning Commission, the Urban Mass Transportation Administration of the U.S. Department of Transportation, and the City of Hoboken. He currently provides several of our client communities with consultant services in connection with their federally funded community development programs.

Robert Geneslaw, A.I.C.P.
Vice President

Robert Geneslaw has been with the firm since 1969. He has performed a broad variety of comprehensive planning, community development, economic and environmental planning studies.

He received a bachelor's degree from the University of Bridgeport in 1958 and continued his education at the Northwestern University School of Law. He earned the degree of Master of Science in Urban Planning from the Columbia University School of Architecture in 1963.

His assignments with the firm include renewal activities in Binghamton and Monticello, New York, and Passaic, New Jersey. He served as project director for the master plan program in Oyster Bay, New York, and as associate director of a similar program in Brookhaven, New York. Mr. Geneslaw has also participated in a program of transportation analysis and policy formulation for a governmental client in New York City and in housing site analyses for the Mid-Hudson Regional Development Program. He has carried out 701 planning activities in numerous communities.

Before joining the firm he was a senior planner with Brown and Anthony City Planners, Inc. (1964-69), a planner for the City of New Rochelle, New York, and a member of the URBANDOC Study Team. He is a member of the American Institute of Certified Planners and the American Planning Association.

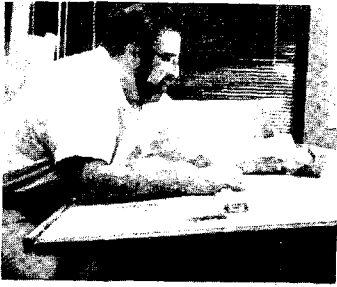
Edith Landau Litt, A.I.C.P.
Vice President

Edith Landau Litt has been with the firm since 1963. She has been responsible for a wide range of housing, zoning, and planning studies and for regional and local economic and demographic analyses. In addition to developing comprehensive development plans and zoning ordinances for numerous New York and New Jersey municipalities, she has handled such diverse assignments as environmental, land use, and transportation evaluations of possible new town locations, broad-based community attitudes surveys, and studies of the local school and tax impact of different types and levels of development.

Mrs. Litt was project director for the *Housing Action Plan* for Richmond, Virginia, and director of research for a study for HUD, *The Role of Local Government in New Community Development*. These studies both received chapter awards from the American Institute of Planners.

Mrs. Litt was project director for the Brookhaven, N.Y. master plan, an environmentally-oriented development guide for a rapidly growing ecologically fragile area bordering Long Island Sound, Great South Bay, and the Atlantic Ocean. She was also project director for three studies for the Nassau-Suffolk Regional Planning Board: a housing study that, upon its publication in 1968, was recommended as a model to communities across the nation by the United States Department of Housing and Urban Development; an innovative study of housing code enforcement; and a research study into the chain-of-vacancies initiated by the availability of housing for the elderly. She also coordinated the preparation of the Nassau-Suffolk Comprehensive Development Plan.

Prior to joining the firm, Mrs. Litt was associated with Harrison, Ballard, and Allen, in 1949, working on the Plan for Rezoning of New York City. She was graduated from Radcliffe College in 1948 with a degree of bachelor of arts, cum laude, in architectural sciences. Her graduate study in planning and architecture was at the Harvard School of Design. She is a member of the American Institute of Certified Planners and the American Planning Association.





William R. McGrath, P.E.
Vice President and Director,
Transportation Planning Group

William McGrath joined the firm in 1970 as a Vice President and Director of the transportation and traffic planning division (Transportation Planning Group). His appointment followed two and a half years' service as Commissioner of the Department of Traffic and Parking of the City of Boston. In addition to administrative responsibility for operation and maintenance of the city's traffic facilities and legal authority in all city traffic matters his assignment included advisory service to the City of Boston Redevelopment Authority. One of a three-member commission responsible for layout of the city's streets and highways, Mr. McGrath served on the Governor's Advisory Council on Transportation, the Advisory Board of the Massachusetts Bay Transportation Authority and the Metropolitan Area Planning Commission. As Transportation Coordinator for the Redevelopment Authority for the five preceding years he carried many of these same responsibilities.

Before going to Boston Mr. McGrath founded the Department of Traffic and Parking for the City of New Haven, Connecticut, and was its director for eight years. In this capacity and as Executive Director of the New Haven Parking Authority he participated in one of the country's leading urban renewal programs and directed development of a multi-million dollar parking program for the entire downtown area. His earlier experience was with the Wilbur Smith & Associates, consulting traffic engineers.

At the request of the U.S. State Department Mr. McGrath has journeyed to Dublin, Ireland, and Madras, India, to help establish agencies for the planning and operation of traffic and transportation facilities. At various times he has been a consultant to the Washington, D.C. Redevelopment Land Agency; the City of Caracas, Venezuela; the New York State Urban Development Corporation; and the sponsors of a multi-million dollar international trade center in Moscow. Recently he served on a special Transportation Research Board task force which produced for the Mass Transportation Administration a report of safety standards in mass transportation.

Mr. McGrath was a member of the Transportation Steering Committee of the National League of Cities and chairman of the Transportation Committee of the U.S. Conference of Mayors.

A civil engineering graduate of Rensselaer Polytechnic Institute, Mr. McGrath took graduate study at Yale University's Bureau of Highway Traffic, where he later served two years on the faculty. He was elected to Tau Beta Pi, Sigma Xi and Chi Epsilon, honorary engineering and scientific societies. He is a member of

the National Society of Professional Engineers and an associate of the Transportation Research Board. In 1973 he was International President of the Institute of Transportation Engineers. He has written articles for *Traffic Quarterly*, *Highway Research Board* and *Traffic Engineering* magazines. He is Associate Editor of the 2nd Edition of *Transportation and Traffic Engineering Handbook* currently in preparation.

William McGrath is a registered professional engineer in New York, New Jersey, Connecticut, California and Massachusetts. During World War II he was a naval aviator with the rank of lieutenant.

Stuart I. Turner, A.I.C.P.
Vice President

Stuart Turner has been with the firm since 1966, specializing in comprehensive planning, land use regulation, and neighborhood planning and development programs. Many of the firm's recent comprehensive plans, special studies, and zoning assignments have been performed by him or under his direction. Mr. Turner has also served as an expert witness on zoning and annexation cases. He has been responsible for major elements of countywide housing and comprehensive planning programs in New York, New Jersey, and Pennsylvania and has participated in studies dealing with New Towns and environmentally sensitive areas.

Mr. Turner came to the firm from the New Jersey Division of State and Regional Planning where he was a supervising planner (1963) and later a Section Chief (1964-66). In the latter position he played a major role in developing statewide planning policies and a statewide open space and recreation plan.

He has been an instructor at Orange County Community College and has also lectured on regional planning at Rider College, Rutgers University and the College of White Plains. His own education was at Rutgers University, where he earned an undergraduate degree in economics and city planning in 1961 and a master of arts degree in political science in 1965. Mr. Turner holds a New Jersey Professional Planners License.

In 1977 he was elected to the National Board of Governors of the American Institute of Planners. He currently serves on the Board of Directors of the American Planning Association and is a member of the Board of Commissioners of the American Institute of Certified Planners. From 1974-1979 he served as President of the New York Metropolitan Chapter of that organization. He is also a member of the New York Municipal Planning Federation. Mr. Turner is active in civic affairs and is the chairman of the Planning Board of his home town.

Gerald C. Lenaz, A.I.A., A.I.C.P.
Vice President

Gerald Lenaz joined the firm in 1973 and directs its New Jersey branch office. Mr. Lenaz specializes in land development services for both public and private clients. His responsibilities have also included comprehensive planning and zoning programs, community development projects, recreation/park designs, facility space programming and various feasibility studies.

A 1964 graduate of Rensselaer Polytechnic Institute with a bachelor's degree in architecture, Mr. Lenaz was recipient of the Alcoa Aluminum Scholarship. He earned a master of science degree in city planning from Pratt Institute in 1967.

Mr. Lenaz began his career with New York City architects as a designer and participated in the development of various housing, industrial, and institutional building types. Then, as a military officer he was responsible for several large scale military base planning efforts (1964-1967).

During 1967-70 Mr. Lenaz was employed with the planning and design consulting firm of Kendree & Shepherd, Inc. in Philadelphia where he was responsible for urban renewal and comprehensive planning programs with municipalities in the Philadelphia, Delaware, and New Jersey area.

Before joining the firm, Mr. Lenaz directed housing development feasibility work for the New York State Urban Development Corporation (1970-1973), working in coordination with private developers and builders. His functions included programming of development financing, construction, and housing management.

Mr. Lenaz is active in professional and civic affairs. He is a registered architect in New York, New Jersey, and Pennsylvania and a member of the American Institute of Certified Planners as well as the American Institute of Architects. He is also a licensed planner in New Jersey. Mr. Lenaz serves as a lecturer in New Town and City Development Planning at the School of Architecture, Pratt Institute, New York.

John Joseph Saccardi
Vice President

John Saccardi joined the firm in 1966. His principal responsibilities are in physical planning. He has served as project planner on comprehensive planning and zoning projects for entire communities and for specialized areas such as a flood prone river basin and an inner-city neighborhood. He provides consulting, planning, zoning and site plan review services to local planning boards, and he has provided expert testimony in support of a comprehensive planning project.

Mr. Saccardi has participated in community development and urban renewal projects for localities in New York, New Jersey and New England. He has overseen a flood recovery effort in the Southern Tier of New York State, a redevelopment plan for a model cities area and a housing policy plan for a New Jersey city which identified a strategy for rehabilitation, redevelopment and code enforcement on a community-wide basis.

Mr. Saccardi provides on-going consulting services to various municipalities in their community development programs, including the environmental assessment of most projects.

Mr. Saccardi has also been involved in a series of land planning and site analysis projects undertaken primarily for developers. He has specialized in the preparation of school and municipal tax analyses to quantify the fiscal impact of the land development. His land development projects have included office and commercial complexes, PUD's, condominiums and cluster subdivisions, as well as an industrial site location and zoning flexibility study.

Before joining the firm Mr. Saccardi was employed by O. Wayne Noble Associates of New Jersey. After earning a bachelor of science degree in community planning from the University of Cincinnati, he did graduate work in public administration at New York University and studied environmental and urban problems at the New School for Social Research. Mr. Saccardi is a member of the American Planning Association.

Richard A. Harrall
Associate Vice President

Richard Harrall joined the firm in 1973. He earned a bachelor's degree from the University of Rhode Island in 1966 and continued his education there at the Graduate School of Community Planning and Area Development.

His responsibilities with the firm involve community development planning within the framework of the Housing and Community Development Act. Mr. Harrall has worked extensively in Beacon, New York; Glen Cove, New York; Fredonia, New York; Pittsfield, Massachusetts; and New York, New York. In addition, he has been involved in numerous land development activities.

Prior to joining the firm Mr. Harrall was the supervisor of planning and redevelopment activities in the Model Cities Area for the Department of Planning and Urban Development in Providence, Rhode Island. As a principal planner with that department, Mr. Harrall participated in downtown renewal and historic preservation studies. His responsibilities involved numerous presentations at public meetings and extensive interface with community groups. Earlier, Mr. Harrall was a project planner for the Charles E. Downe firm of West Newton, Massachusetts, where he engaged in a broad range of planning services to communities with emphasis on zoning and capital budget programming.

Noel Shaw, Jr.
Associate Vice President

Noel Shaw has been with the firm since 1967. He received a bachelor's degree in architecture from Pratt Institute in 1968 where he was awarded a Dean's scholarship from the American Institute of Architects and an Equal Opportunities scholarship. In 1966 he was selected as Pratt's student of the year by the Better Brooklyn Committee.

Mr. Shaw has handled various assignments for public and private clients ranging from neighborhood survey and analysis, physical planning, urban renewal, urban design studies, area rehabilitation programs, and community development programs to the design of the physical structure and transportation systems for a proposed new town in Lisbon, Portugal with a projected population of 300,000.

Among the projects that Mr. Shaw has worked on are Industrial Park developments in Roosevelt, New York for the Hempstead Industrial Agency; Commercial Rehabilitation of the Linden and Rockaway Boulevard Corridors for the Greater Jamaica Chamber of Commerce; the Grant-Ferry Marketplace area for the Greater Buffalo Development Foundation; the Far Rockaway commercial center and the Fulton Park urban renewal project in New York City; executive office parks in Mt. Pleasant, New York and Yonkers, New York for a private developer; and numerous park and playground designs for Beacon, New York; New London, Connecticut and Freeport, New York. He presently serves as the Field Office Director for the South Bronx Revitalization Program.

Csaba Teglas, A.I.C.P., C.I.P.
Associate Vice President

Csaba Teglas has been with the firm since 1967 as a Senior Design Associate. His primary emphasis, for both public and private clients, has been on central business district designs for retail uses, hotels, civic centers, housing, and office developments, as well as on a broad range of residential plans, industrial parks, and traffic studies.

He received a degree in architecture from the Technical University of Budapest in 1952. At the University of Toronto in 1961 he studied under a Central Mortgage and Housing Corporation of Canada Fellowship and earned a post graduate degree in town and regional planning. In that same year Mr. Teglas joined the staff of the Windsor Planning Board in Ontario where he prepared plans for a downtown redevelopment project. From 1962 to 1965 he worked for the City of Toronto Planning Board. He was the head of the Master Plan Section of Expo '67 in Montreal.

Mr. Teglas has published articles in the *Canadian Architect* and *Ontario Housing*. He is a member of the American Institute of Certified Planners and the Canadian Institute of Planners, and was a member of the A.I.P.'s Board of Examiners.

David E. Shikles
Director, Development Economics Group

As Director of Development Economics Group, the economic consulting division of Raymond, Parish, Pine & Weiner, Inc., David Shikles supervises activities in a wide range of assignments in development economics, urban and regional analysis, and public finance/fiscal analysis. He brings with him extensive experience in the economics and finance of residential, commercial and industrial development.

Since joining the firm, Mr. Shikles has conducted numerous urban redevelopment studies, including economic base analyses of Peekskill, New York; Wheeling, West Virginia; Suffolk County, New York; Westport, Connecticut; and a number of areas in the state of Virginia. He has completed housing demand and financial feasibility analyses for public and private clients throughout the eastern United States, involving both conventional financing and federally-assisted subsidy programs. In this area, he supervises the firm's on-going work for the Virginia Housing Development Authority involving assignments throughout the State of Virginia. He recently completed an assignment for the Government of the District of Columbia which analyzed the effects of converting rental housing to condominiums and proposed public policy options for the Mayor's consideration. He was also responsible for economic

feasibility analysis in several proposed new communities, including a major waterfront redevelopment plan in Jersey City, New Jersey and a proposed New-Town-in-Town in Cleveland, Ohio. He has conducted or supervised transient housing studies, recreation studies, nursing home and retirement center feasibility analysis, industrial and commercial feasibility analysis, and zoning and financial analysis.

Prior to joining Development Economics Group, Mr. Shikles was an associate in the Washington office of Development Research Associates, the real estate and urban consulting division of Booz-Allen and Hamilton, Inc. He conducted or participated in economic studies in St. Louis; Philadelphia; Minneapolis/St. Paul; Minot, North Dakota; Richmond, Virginia; Lorain, Ohio and Albany, New York.

Previously, he was employed as an economist by the Department of Housing and Urban Development where his duties included financial analysis of state and local government capital facility requirements, projections of mortgage holdings by major lending groups, and projections of housing goals. Earlier he served as a management analyst for the City and County of Denver, where his primary responsibilities involved implementing a planning, programming, budgeting system and conducting benefit-cost analysis for proposed and existing city services. Mr. Shikles has also been a program analyst and development officer for the U.S. Agency for International Development mission to Vietnam.

A graduate of the University of Redlands in Redlands, California, Mr. Shikles earned his bachelor's degree in history and political science. He earned a master's degree in government and economic development at the George Washington University, Washington, D.C., and a master's degree and course work toward a Ph.D. in economics at the University of California at Los Angeles. Mr. Shikles was the recipient of a Wolcott Fellowship in government and is currently a member of the American Economic Association.

Vera Albert

Vera Albert joined the firm in 1972 as research librarian. She is in charge of an extensive collection of planning-related technical and periodical literature and assists in research projects.

She received her bachelor of arts degree from Hunter College and her master of library service degree from Columbia University.

Ms. Albert is a member of the Government Documents Round Table of the American Library Association; and the Social Science Division, Urban Affairs Section, of the Hudson Valley and New York Chapters of the Special Libraries Association; and the Westchester County Library Association.

Mirian J. Allen

Ms. Allen recently joined the firm as a senior planner. She is a cum laude graduate of Hunter College and has done graduate work at New York University where she specialized in intergovernmental relations and urban public policy.

Prior to joining the firm, Ms. Allen was a project analyst with Advisory Services for Better Housing where she assisted conventionally financed and subsidized multifamily housing developments in New York City. She previously worked as a program planner with the Association of Neighborhood Housing Developers where her duties included program development, fund raising and tenant organizing.

Robert S. Blumenthal

Robert Blumenthal joined the firm as a senior planner in 1978. His principle responsibilities include a wide range of community development, housing, land use and zoning projects. Mr. Blumenthal provides consulting services to various municipalities in their community development programs, grant applications, zoning, housing, economic and demographic analysis.

Prior to joining the firm Mr. Blumenthal was a City Planner for the City of Poughkeepsie, New York. There, he was project director for a number of programs including a computer information system, land use and zoning ordinance, the housing rehabilitation and housing assistance application programs, U.S. Census GBF/DIME File, Community Development and EDA applications. His projects also included a social/economic analysis of Department of Mental Hygiene Deinstitutionalization Policies.

Mr. Blumenthal, as a private consultant, directed a manpower unemployment survey of Dutchess County. He also served as an instructor at the State University College of New York at New Paltz.

Mr. Blumenthal received his B.A. (Magna Cum Laude) from S.U.N.Y., New Paltz. His graduate study includes course work in Planning at Columbia University, Public Administration at New York University and, professional training in U.S. Census material, grants-management, land use and zoning law.

Anthony Camisa

Mr. Camisa, a senior urban designer, has been with the firm since 1969, working on planning, development and design studies for private and public clients. Evidence of his role in urban renewal, rehabilitation and historic preservation projects can be seen in New York state in Hudson, Kingston, Peekskill and Poughkeepsie. New developments on which he served as designer include Leon Weiner Associates' 375-acre planned community of Wilton, Delaware, winner of a design award for excellence in site planning from the Greater Wilmington Development Council and of top honors for mixed housing development in the 1974 "Decade '70 Awards Program" cosponsored by the National Association of Home Builders and Better Homes and Gardens Magazine.

Mr. Camisa was graduated in 1964 from Catholic University of America with a bachelor's degree in architecture. Part of his undergraduate study was at the Accademia di Belle Arti in Perugia, Italy. While at Columbia University, where he earned a master's degree in urban planning in 1967, he was awarded the William Kinne Fellows Traveling Fellowship.

Before joining the firm Mr. Camisa was an urban designer with Brown & Anthony, City Planners, Inc.

Michael A. Galante

Mr. Galante is a Transportation Planning Engineer. He holds a degree in engineering from Westchester Community College and has studied transportation planning at Manhattan College.

Since joining the firm in 1977 Mr. Galante has been responsible for several transportation planning and parking studies, including neighborhood traffic safety studies for the City of White Plains, a Comprehensive Transportation study for Ocean City, Maryland and a complete parking study for a Use and Revenue Study for the Harrison-Warren Garage for the City of Syracuse, New York.

From 1974 through 1977 he was a Junior Traffic Engineer for Frederic R. Harris, Inc., in the Transportation Division of the Stamford office. His responsibilities included data collection and analysis programs for shopping centers, corporate parks, solid waste transfer stations and highway ramps and intersections. Mr. Galante was also responsible for a complete traffic study update in the Urban Renewal Area of Stamford, Connecticut, and for a projected parking and land use study for New Haven, Connecticut.

Mr. Galante is a member of the Institute of Transportation Engineers.

Lynne E. Hansen

Ms. Hansen joined the firm in 1976. With an academic background in both business administration and urban planning, she has participated in a wide range of assignments for the firm which have combined the two disciplines effectively.

Ms. Hansen, a Senior Economist, has conducted numerous market studies for aging commercial areas in New York, New Jersey and Connecticut. She has completed residential demand and financial feasibility analyses for both public and private clients in the greater Boston area; Clarkstown, New York; and Montgomery County, Maryland. She has also conducted a number of hotel feasibility studies, and a major convention center feasibility study for Cherry Hill Township, New Jersey. Ms. Hansen had a major role in the preparation of a comprehensive study on the impact of rent control on the cost and supply of rental housing in the District of Columbia, prepared for the District of Columbia Department of Housing and Community Development, and subsequently prepared other studies on the impact of condominium conversions on displaced tenants for private clients. She has participated in a study on the interaction between new town developers and local governments for the U.S. Department of Housing and Community Development. Since joining the firm, her work has

included local economic determination of various residential, recreational and commercial development alternatives.

Prior to joining the firm, Lynne Hansen was a residential property manager in Ann Arbor, Michigan.

Ms. Hansen received her bachelor of business administration degree, with distinction, from the University of Michigan School of Business Administration, and in 1976 received a master of urban planning degree from the University of Michigan Horace H. Rackham School of Graduate Studies. During her graduate study, she was the recipient of the Russell A. Pointer Fellowship Award.

Karen Krautheim

Ms. Krautheim recently joined the firm as a planner. She is a magna cum laude graduate of Montclair State College and is doing graduate work in urban planning at New York University, Graduate School of Public Administration.

Prior to joining the firm, Ms. Krautheim was a planner with the Division of Economic Development, Department of Community Development, Paterson, N.J. She also worked with the Department of Community Development, Passaic, N.J. on economic and industrial development projects.

Thomas A. March, A.I.C.P.

Mr. March joined the firm in 1978 as a Senior Planner with capabilities in community development, zoning, environmental and land use planning, and urban design.

In his previous employment with a private engineering/planning organization Mr. March contributed to several assignments that focused on planning, design, and evaluation of pedestrian space. As project manager, he directed a "New Town-In-Town" study for Newark's Housing Authority that involved the development of land use patterns compatible with human scope to promote community identity.

Other projects include Green Acres Program environmental assessment and preliminary design for the Great Falls Park extension in Paterson, New Jersey; ice skating arena site selection and site design for Plainfield, New Jersey; and pedestrian, subway and bus signage for the New York City Transportation Administration. In addition to varied community and land use planning assignments, he has also been actively involved in Environmental Impact Statements for a variety of projects that include Route 169 in Bayonne, Route 21 in Newark, and modernization of the New York and Long Branch Railroad.

From 1971 to 1973, Mr. March was associated with a New York City firm involved in market and motivational research.

His past design experience includes an urban design plan for the City of Port Aransas, Texas, under the auspices of the Coastal Bend Regional Planning Commission, and preparation of plans for a 4-H convention center in Brownwood, Texas, for a private architectural office.

Mr. March is a 1976 graduate of Pratt Institute with a master of science degree in city and regional planning. He is also a 1971 graduate of Texas A&M University with a bachelor of environmental design degree from the College of Architecture and a bachelor of science degree in sociology from the College of Sociology and Anthropology. He was presented with the Architectural College's Student Design Award in 1970. He is a member of the American Institute of Certified Planners, a registered Professional Planner in New Jersey, and is associated with several professional planning and design societies.

Philip W. Michalowski

Mr. Michalowski joined the firm in 1979 as a Senior Associate.

He has been involved in a variety of public and private economic development projects, Community Development technical assistance for cities, training seminars and urban park projects.

Mr. Michalowski was Director of Community Development of the City of New London, Ct., since 1971 where he supervised a wide range of public projects and a variety of economic development activities, including the national award winning "Captain's Walk" mall.

Prior to joining the City of New London staff, Mr. Michalowski was associated with James P. Purcell Associates, Inc., of Hartford, Ct. He holds a Bachelor of Arts degree from St. Michael's College, Winooski, Vt., and a Master of Public Administration degree from the University of Pittsburgh, Pa.

Mr. Michalowski is a member of the American Planning Association, the National Association of Housing and Redevelopment Officials and the National Community Development Association. He was formerly vice president of the Connecticut Community Development Association.

As Director of Community Development for New London, Mr. Michalowski was invited to serve on a number of regional and national policy planning groups including the Governor's Task Force on Housing in Connecticut, the Eastern Connecticut Regional Development Council, Inc., the Connecticut Conference of Municipalities and the U.S. Department of the Interior - HCRS, Planning Work Group - Urban Parks Program.

Rudolph J. Miller, A.I.C.P.

Rudolph Miller has been a Senior Associate with the firm since 1969.

He attended Rutgers University where, in 1958, he received a degree in economics and city planning. He also attended specialized IBM training seminars for planning officials in Endicott, New York, and participated in the administration and management seminars at the University of Connecticut.

Mr. Miller's first position was as an assistant planner for the Department of City Planning in Syracuse, New York. He then accepted a position as senior planner in Hartford, Connecticut, and subsequently became principal planner for the Community Renewal Program in that city. Following that position he was appointed head of the Division of Planning for Woodbridge, New Jersey. Just prior to joining Raymond, Parish, Pine & Weiner, Mr. Miller was Deputy Regional Director of a consulting firm in Connecticut.

Since joining the firm, Mr. Miller has been responsible for a wide range of comprehensive planning, zoning, governmental, environmental, educational, and locational studies.

He is a member of the American Institute of Certified Planners and the American Planning Association.

Brian O'Donnell

Mr. O'Donnell, a graduate of Manhattan College with a bachelor of engineering degree, joined the firm in 1978 as a Transportation Planning Engineer.

Since joining the firm, Mr. O'Donnell has participated in TOPICS studies, and Federal Aid Urban System Projects. His projects include analysis of origin and destination data along with projected traffic assignments for a proposed thruway interchange, supervision of field surveys and required office computations, several parking duration and turnover studies, the geometric design, traffic signal layout, construction drawings, cost estimates for 19 intersections and traffic engineering studies leading to possible revisions to the traffic and parking operations at a large shopping center.

These projects were performed in New Britain, Connecticut; Southington, Connecticut; Madison County, New York; Oneida, New York; Elmira, New York and Eastchester, New York; and twelve different Townships in New Jersey.

Deborah Parriott

Deborah Parriott joined the firm in 1974. She has participated in a variety of projects including land planning and development studies for private builders, urban design projects, master planning, housing studies, commercial revitalization plans, environmental studies, restoration studies and plans, park planning and design, community development, and residential neighborhood rehabilitation. Specific assignments with the firm have included the Brookhaven, N.Y. Master Plan; the Hoboken, N.J. Waterfront Square Project; the Bates Wood Park (New London, Conn.) plan, the MCAS(H) New River, North Carolina AICUZ study, the South Westchester Executive Park Comprehensive Plan and Environmental Impact Statement, and the Hudson River Valley Study for the New York State Department of Environmental Conservation.

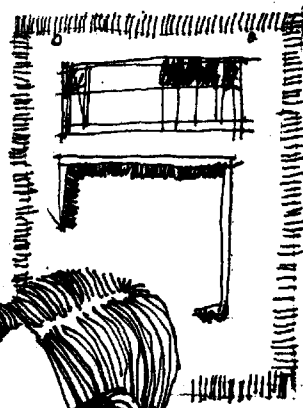
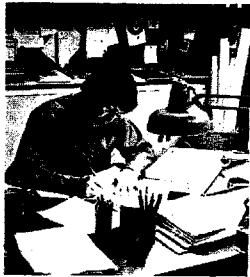
Ms. Parriott earned a bachelor of arts degree from Western State College of Colorado, where her honors included election to Phi Alpha Theta, honorary history fraternity, and the D. H. Cummins Award in history. She received a master of science degree in city planning from Pratt Institute in 1976.

Ms. Parriott is a member of the American Planning Association and is currently treasurer of its New York Metropolitan Chapter. She has also been responsible for that organization's Hudson Valley Continuing Education program and, in addition, served as the Student Representative on the Metropolitan Chapter's Executive Committee in 1974-75.

Robert E. Rudolph, P.E.

Bob Rudolph, who recently joined the firm as Assistant Director of Transportation Planning Group, brings over 20 years experience in traffic operations, design, planning and administration. He is presently responsible for the technical design work of the group.

During his career in traffic engineering, which followed previous work in civil engineering, Bob has worked for the State of Connecticut as a liaison traffic engineer, the City of Baltimore, the City of Cambridge, Massachusetts and several private consultants. He recently headed his own small consulting firm. His work has centered around the practical application of traffic engineering principles in relieving congestion, providing safer traffic flow, and trouble shooting the extraordinary problems.





His first traffic work concerned the growing traffic around Patrick Air Force Base and Cape Canaveral, Florida, where he conducted an Access Roads Needs Study as the missile era was getting started in 1956. He later became Assistant Director of Traffic for Baltimore City, under the direction of the late Henry A. Barnes. In that capacity he directed all traffic studies, and the design and implementation of street markings, channelization, and traffic signs.

In 1962 he became the first Director of Traffic for Cambridge, Massachusetts. The Department he organized has become one of the top traffic departments in New England, and the foremost for the city's size. Accomplishments in Cambridge included recodification of 22 years of city traffic ordinances, replacement and relocation of 3,000 parking meters; revision of all policies, procedures, and standards for signs and markings; design, installation, and operation of an electronic traffic signal control system; and implementation of hundreds of changes in the city's traffic patterns to relieve congestion and improve pedestrian and vehicular safety.

After switching to consulting (in 1969), Mr. Rudolph first supervised a contract for the modernization of traffic signals at 375 locations in Connecticut. This was followed by liaison review and assistance to several consulting engineering firms, in traffic engineering and geometrics, for more than 200 million dollars of state highway construction.

As Chief Traffic Engineer in another firm he trained and supervised the traffic engineering staff in operations, design and studies; and was responsible for TOPICS studies and designs in Mount Vernon, New York; Caguas, Puerto Rico, and fourteen cities and towns in Connecticut. During this time, he was also able to put to work his combination of traffic and civil engineering construction experience in developing highway construction staging plans. The plans dealt with complex problems of maintenance of traffic through the construction site, while staging the construction steps necessary to rebuild expressways on the same location.

In 1975, Mr. Rudolph formed the firm of Bob Rudolph Associates. Here he conducted studies and appeared before several zoning boards as well as the Supreme Court of the State of New York, and subcontracted the more difficult traffic signal designs for three other consultants for work in Bridgeport, Wallingford, Greenwich, Groton and Manchester, Connecticut.

Bob is a civil engineering graduate of the University of Maryland, a Registered Professional Engineer in the State of Connecticut, a Fellow and Past President of the New England Section of the Institute of Transportation Engineers, and in 1977, was awarded a Distinguished Service Award (Man of the Year) by the New England Section of ITE.

John L. Sarna, P.E.

Mr. Sarna joined the firm in 1972 as Assistant Director of Transportation Planning Group. Specific projects under his direction have included TOPICS studies in Peekskill and Ossining, New York, and New Britain, Connecticut; transit development studies in New Rochelle, Beacon, and Rockland County, New York; shopper mall studies in Ithaca and Poughkeepsie, New York; and the traffic and parking phases of many downtown redevelopment projects. He was project manager for the Riverdale Area Comprehensive Transportation study, the Lincoln Center Traffic and Parking study, the Comprehensive Transportation plan for Ocean City, Maryland, and the White Plains Neighborhood Traffic Safety Study, and directed traffic studies for the firm's participation in the West Side Highway Project community planning process.

Prior to 1972, Mr. Sarna was for twelve years a traffic and transportation engineer with the firm of Parson, Brinckerhoff, Quade and Douglas. His traffic assignments included feasibility and design studies for toll bridges and highways; traffic studies and planning for urban renewal projects; access and circulation studies for industrial and commercial developments, shopping centers, and transportation centers; and development of traffic requirements for environmental impact statements. His parking assignments included the planning and design of parking garages and lots for hospitals, schools, shopping centers, and multi-purpose developments. Assignments outside the United States included highway feasibility studies in Hamilton, Ontario, and Buenos Aires Province, Argentina.

His earlier experience involved transportation planning and design with the Port of New York Authority and the Passaic Valley Citizens Planning Association.

Mr. Sarna is a 1958 graduate of Cornell University with a bachelor's degree in civil engineering. He has studied computer programming at New York University and technical writing at Columbia University. He is a registered professional engineer in New York, New Jersey, California, and the Province of Ontario, Canada. Mr. Sarna, a member of the Institute of Transportation Engineers and the Institutional and Municipal Parking Congress, has served on committees and panels in both organizations. He also has served on the Rockland County Traffic Safety Board and the Clarkstown Transit Advisory Committee, and has been an instructor for the New York State Traffic Engineering Skills Development Program.

David B. Schiff, A.I.C.P.

David Schiff joined the firm in 1978 as a Senior Associate. He has participated in redevelopment, housing, and land use studies and provides on-going community development assistance to a number of municipalities. He was previously Deputy Director of the Freeport, N.Y., Community Development Agency for three years, coordinating a range of activities including downtown redevelopment, commercial rehabilitation, and economic development. Mr. Schiff was also involved in housing rehabilitation and Urban Homesteading programs and served as Chairman of the Freeport Architectural Review Board.

From 1973 to 1975, Mr. Schiff was a Planner with the Town of Islip, N.Y. His responsibilities included directing a public transportation study of the town and participating in neighborhood, health, and public services studies. Mr. Schiff was also responsible for preparing a downtown incentive zoning district and planning a town-wide bicycle path system.

Mr. Schiff received a bachelor of science degree in 1971 from Cornell University, where he studied environmental systems engineering and city planning. He received a Master of Science degree in civil engineering from the Massachusetts Institute of Technology in 1973. At M.I.T., Mr. Schiff specialized in transportation systems analysis and served as a Research Assistant in the Institute's Urban Systems Laboratory.

Mr. Schiff is a member of the American Institute of Certified Planners, the American Planning Association, the New York State Association of Renewal and Housing Officials, and the Long Island Community Development Organization. He is past president of the Long Island Planners.

Thomas J. Soyk

Mr. Soyk joined the firm in 1978 as a transportation planning engineer. He had previously been employed as a research assistant at the University of Pennsylvania while he completed the requirements for a master of science degree. His research was conducted under a fellowship sponsored by the Urban Mass Transportation Administration and included studies on urban public transportation planning, design of transportation systems and facilities, traffic engineering and transportation economics.

He is a graduate of Pennsylvania State University and holds a bachelor of science degree in civil engineering. Mr. Soyk was elected to Chi Epsilon, an honorary civil engineering society.

Since joining the firm, Mr. Soyk has worked on a parking management study for the City of New York.

Victor L. Slote, R.A., A.I.A.

Mr. Slote joined the firm in 1979. He has practiced architecture with various firms and in private practice for more than 20 years.

He has designed or supervised numerous projects ranging from custom residences to 500 unit condominiums. He had also designed or supervised the designing of office buildings, stores, shopping centers, corporate parks, schools, recreational facilities and restaurants.

Mr. Slote is a Corporate member of the American Institute of Architects and is a Registered Architect in New York and Connecticut. He is also licensed by the City of New York, Board of Education as a Teacher of Architectural Drawing.

With the firm, Mr. Slote has designed industrial parks, shopping centers, condominiums, residential subdivisions and has prepared plans for the rehabilitation of factories and schools for residential, quasi-public and commercial purposes.

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Professional and Civic Affiliations of Firm and Senior Staff

Alpha Kappa Delta
American Association of University Professors
American Economic Association
American Institute of Architects
American Institute of Certified Planners
American Library Association
American Management Association
American Planning Association
American Political Science Association
American Public Works Association
American Road Builders Association
American Society of Civil Engineers
American Society of Consulting Planners
American Society of Landscape Architects
American Society of Public Administration

(British) Institution of Civil Engineers
Builders Institute of Westchester
and Putnam Counties, Inc.

Canadian Institute of Planners
Chi Epsilon
Citizen's Advisory Committee to the N.Y.C.
Housing Development Administration
Citizens' Housing & Planning
Council of New York, Inc.
Community Housing Management Corporation
Connecticut Association of Housing and
Urban Renewal Officials
Connecticut Community Development Association
Connecticut Federation of Planning and
Zoning Officials
Connecticut Town and City Managers'
Association
Construction Industry Foundation
Council for the Arts in Westchester

District of Columbia Joint Committee
on Landmarks

Federated Conservationists of
Westchester County, Inc.

Highway Research Board
Historical Society of the Tarrytowns

Institute of Transportation Engineers
Institutional & Municipal Parking Congress
International City Management Association
International Oceanographic Foundation

Lambda Alpha
Long Island Directors—Urban Renewal

Metropolitan Association of Urban Designers
and Environmental Planners, Inc.
Municipal Art Society of New York
Municipal Finance Officers Association of
Connecticut

Municipal Finance Officers Association of
the New England States
Municipal Finance Officers Association of
the U.S. and Canada

National Academy of Science
National Association of Home Builders
National Association of Housing and
Redevelopment Officials
Middle Atlantic Regional Conference
New York Metropolitan Chapter
New Jersey Chapter
National Committee Against
Discrimination in Housing
National Housing Conference
National Housing Partnerships
National Joint Committee on Uniform
Traffic Control Devices
National League of Cities
National Municipal League
National Parking Association
National Planning Association
National Services to Regional Councils
National Society of Professional Engineers
National Trust for Historic Preservation
New Jersey Planning Federation
New Jersey Society of Professional
Planners
New York State Association of Renewal and
Housing Officials
New York State Society of Professional
Engineers

Parks Council of New York
Pennsylvania Planning Association
Phipps Houses
Pi Delta Epsilon

Regional Plan Association

Settlement Housing Fund
Sigma XI
Special Libraries Association

Tau Beta Pi
Transportation Research Board

United States Conference of Mayors
Urban Land Institute

Wave Hill Environmental Education Center
Westchester Residential Opportunities, Inc.
White Plains Chamber of Commerce
The Wilderness Society